

Date: March 3, 2015
Re: Search Processes
To: Terry Parker, Provost and Executive Vice President
Tom Boyd, Associate Provost
From: Daniel M. Knauss, President of the Faculty Senate on behalf of the Senate

The Faculty Senate has evaluated Section 4.7 of the Faculty Handbook regarding Faculty Appointments and has prepared a document with suggested changes to the search procedures for faculty and administrator searches. Faculty and administrator appointments are extremely important to the operation of the university and ensuring a transparent and consistent process that identifies the best people for the positions is in all of our best interests. Because the faculty is vested in hiring the best colleagues and leaders, the Senate has taken the initiative to prepare a document that identifies appropriate faculty involvement in the search process. Faculty Senate strongly believes that conducting searches with faculty engagement is an integral component of shared governance leading to the maintenance of academic standards and high morale. Uniform practices across departments and units are important for fairness, transparency, predictability, and collegiality. Implementation of language in the Faculty Handbook and the Academic Affairs Procedures Manual, as appropriate, will hopefully result in searches that identify the best candidates for positions and that result in the hiring of colleagues and leaders that can maintain and improve the reputation and productivity of the university.

The Faculty Senate understands that the full implementation of the suggested changes requires a process over the course of the next year; however, the principles identified in the document can be implemented for any new searches. Senators are willing to continue to work on the implementation of the suggested changes and make modifications as necessary. The Senate would appreciate a preliminary response to the document during an upcoming Senate meeting

PROPOSED NEW HANDBOOK LANGUAGE

The Faculty Senate recommended a complete overhaul of Faculty Handbook policies governing searches for academic and administrative faculty. The recommended changes seek to codify and preserve shared governance and meaningful faculty input into the selection of colleagues that affect the academic mission of the university, including those in leadership positions. These recommendations were developed after extensive study during a months-long process in 2014-2015; the recommendations were unanimously endorsed by the Senate and transmitted to Academic Affairs on March 3, 2015.

Most new language represents significant elaboration or departure from the old. To help flag major process changes, some key passage are in **red**. However, faculty interested in this issue should review the entire document. Rationale is articulated in **blue**.

4.7 FACULTY APPOINTMENT PROCESS

CSM is committed to hire faculty for new or vacant positions **through open and transparent processes**. All appointments affecting the intellectual and academic mission of the university shall be filled **through rigorous and comprehensive searches, involving representatives of appropriate CSM constituent groups in all steps of the appointment process. Such searches are an integral component of shared governance and the maintenance of academic standards**. Uniform practices across departments and units are important for fairness, transparency, predictability, and collegiality. The faculty appointment processes shall also reflect the commitment of CSM to equal opportunity. All hiring shall be done in accordance with CSM's Affirmative Action Plan and other appropriate legal requirements.

Purpose of the above: Establish value of shared governance in process, as well as articulate importance of uniform procedures across campus.

4.7.1 General Outline of Faculty Appointment Process

A. Tenure-line Faculty, Teaching Faculty, and Library Faculty

It is the responsibility of the Dean of the appropriate College to hire tenure-line and teaching faculty and to recommend their appointment to the Provost and

OLD HANDBOOK LANGUAGE

4.7 FACULTY APPOINTMENT PROCESS

It is the responsibility of each department head and administrative director to recruit faculty for new or vacant positions and to recommend their appointment to the President or appropriate vice president. In discharging this responsibility, department heads and administrative directors should consult with appropriate CSM personnel and knowledgeable persons in other academic, governmental, and business institutions. All hiring shall be done in accordance with CSM's Affirmative Action Plan and other appropriate legal requirements.

4.7.1 General Outline of Faculty Appointment Process

A. Tenured Faculty, Tenure-Track Faculty, and Library Faculty

1. The department head shall obtain authorization from the Provost regarding the availability of a departmental position as well as the rank and the salary that can be

President. The Provost hires tenure-line faculty for endowed chairs and library faculty. The Provost shall also be responsible for interdisciplinary faculty hires across colleges.

1. In single department hires, the Dean shall authorize the Department Head of the hiring department to initiate a search for a new or vacant faculty position at a given rank and salary range.

2. Following consultation with the faculty of the hiring department, the Department Head shall appoint a faculty search committee, including a committee chairperson, to be utilized in the search process. The faculty search committee shall not include the Department Head of the hiring department. **The faculty search committee shall normally be comprised of five, but not less than three, faculty members, more than half of whom are from the hiring department.** One faculty member should be from outside of the hiring department. The Dean shall review and approve the search committee nominations.

3. For hires of tenure-line faculty for **endowed chairs**, following consultation with faculty and Department Heads and the Dean related to the search area, the Associate Provost shall nominate to the Provost a faculty search committee, including a committee chairperson, to be utilized in the search process. The faculty search committee shall not include the Department Head of the hiring department. The faculty search committee shall normally comprise five, but not less than three, faculty members, more than half of whom are from the hiring department. One faculty member should be from outside of the hiring department. The Provost shall review and approve the nominations.

4. For **interdisciplinary hires within a single college**, the search process should follow the process set forth in section 4.7.1 A Step 3, except that the faculty search committee shall represent all hiring departments. For interdisciplinary hires across colleges, the Associate Provost shall nominate to the Provost a faculty search committee, including a committee chairperson, to be utilized in the search process. The faculty search committee shall not include the Department Heads of the search area. The faculty search committee shall comprise no less than five faculty members representing search areas. The Provost shall review and approve the nominations.

5. For hires of **library faculty**, following consultation with appropriate CSM constituency groups, the Associate Provost shall nominate to the Provost a faculty search committee. The faculty search committee shall normally be comprised of five, but not less than three, faculty members, more than half of whom are library faculty. The

offered.

3. Applications will be considered in accordance with the rules established for each search. A departmentally appointed faculty committee, which shall not include the head of the hiring department, shall be utilized as a part of the applicant screening process.

Provost shall review and approve the nominations.

6. The faculty search committee shall prepare the advertisement and search criteria for the vacancy. The vacancy shall be advertised in one or more professional journals or other appropriate publications.

Purpose of the above: (1) Delineate relative authority of deans and provost for searches; (2) Delineate process for interdisciplinary hires and endowed chairs; (3) Create search committees that include majority representation of affected departments. Faculty with the most relevant expertise and who are most invested in a hire, i.e. those in the affected department, must have determinant say on the search process.

7. **The following process will govern the selection of finalists.** The faculty search committee shall perform the applicant screening process and shall identify qualified candidates. **The faculty search committee will then develop a recommendation as to which of these candidates, if any, will be invited to campus for interviews as finalists.** Normally, the search committee will identify a minimum of three finalists. **If fewer than three finalists can be identified, the faculty of the hiring department shall vote on whether the search should proceed** as is, as per the process set forth in section 4.7.1 A Step 9. **In the case of joint appointments, each of the hiring departments must approve the continuation of the search** as is, as determined by a majority vote in each department.

Purpose of the above: (1) Clarify role of search committee; (2) Ensure a competitive search by providing departmental input in searches for which there is too small a pool (less than three finalists); (3) Provide equitable departmental input in joint appointments.

8. The finalists shall be personally interviewed by the faculty search committee and other appropriate members of the department and the administration. Following interviews, **the search committee shall present its views to the faculty of the hiring department, which shall vote to develop its recommendation,** as detailed below.

Purpose of the above: Represent and involve the entire department in the hiring process, including through a vote to select the top candidate.

9. **The following policies will govern all departmental voting.** All departmental votes shall be anonymous and majority vote shall prevail. Balloting may be done electronically or by paper. All tenure-line and teaching

2. The vacancy shall be advertised in one or more professional journals or other appropriate publications.

4. The finalists shall be personally interviewed by appropriate members of the department and the administration.

faculty in the department, including the Department Head, faculty on sabbatical, and those faculty serving on the faculty search committee, shall be eligible to vote. A department may elect to enlarge the pool of eligible voting members by a majority vote of the academic faculty of the department.

Purpose of the above: Clarify who is eligible to vote. Note that those on sabbatical are invited to vote, provided they are engaged meaningfully in the process, as per the next paragraph. Departments may enlarge pool of eligible voting members at their discretion (e.g. to include active research faculty); this process provides each department flexibility to include members to account for variations in staffing across different departments.

10. The following procedure shall be employed to develop the hiring recommendation of the Department, unless modified by the hiring department as detailed below. **To be eligible to vote, a faculty member must have participated actively in the interview process for each finalist, such as by attending candidate presentations or by otherwise interacting with each candidate.** Faculty members who have not done so may participate in the discussions but will abstain from voting. **Normally, the departmental voting process will proceed as follows.** The department will first hold a vote to determine if any finalist should be deemed unacceptable and struck from the pool of acceptable finalists. It will then hold a vote to rank the remaining finalists. Each faculty member shall vote for his/her first choice. If any one finalist receives greater than 50% of the vote, that finalist shall be ranked number one. If no finalist receives such a vote, a run-off vote will take place between the top two finalists, with the top finalist becoming the first choice, and the other ranking second. If needed, additional votes will be held to determine third or fourth place with remaining candidates. **A department may adopt alternative balloting policies, provided such process is codified in writing and approved by 2/3 vote of the academic faculty of that department.** In the case of **interdepartmental hires**, the hiring departments shall determine a balloting process in advance, with the following provision: **if one department votes a candidate as unacceptable, that candidate shall not be appointed in that department.**

Purpose of the above: (1) Set a minimum standard for maintaining voting rights (faculty members must be engaged in debates and in the process for the privilege of having a vote), while at the same time avoiding a policing action by placing this standard on the “honor system.” (2)

5. A summary of departmental observations of all interviewed candidates shall be included in the department head's written hiring recommendation.

6. The department head shall submit a recommendation to the Provost in writing, together with all required administrative forms, letters of recommendation, resumes and transcripts. [If an offer of tenure is being considered for a new faculty member, the departmental promotion and tenure committee shall be involved in the decision as set forth in subparagraph 8.1.7.B below.]

7. The Provost, upon the written recommendation of the department head, can determine that following this process would not be in the best interests of CSM. In such cases, the Provost, after consultation with the Associate Vice President for Human Resources, may provide written authorization to modify this process as necessary and appropriate.

Provide a model voting process to guide departments on how to rank candidates, while at the same time offering departments the freedom to create their own processes, provided those processes have the ascent of the faculty. Variations on this voting process were carried out on a trial basis in LAIS and EB in Spring 2015 to good effect. (3) Clarify for interdepartmental hires that any affected department shall have authority to determine its membership.

11. The Department Head, or Department Heads in the case of joint appointments, shall prepare the **department's written recommendation which includes the Department Head's recommendation, the search committee recommendation, a summary of the departmental discussion, and the result of the departmental vote and ranking.**

Purpose of the above: Ensures all views are recorded and transmitted, and preserves prerogative of search committee (which worked hardest on the process) to have a voice.

12. The Department Head, or Department Heads in the case of joint appointments, shall submit the written recommendation to the Dean or Provost, as applicable, together with all required administrative forms, letters of recommendation, resumes, and transcripts. If an offer of tenure is being considered for a new faculty member, the departmental promotion and tenure committee, or committees in the case of joint appointments, shall be involved in the decision as set forth in section 8.1.7 B.

13. If the Dean or Provost, as applicable, determines that the department's recommendation, or the recommendation of the hiring departments in the case of joint appointments, is not in the best interests of CSM, **the Dean or Provost, as applicable, may remove a candidate from the list of finalists or change the ranking of the acceptable finalists** following consultation with the Office of Human Resources. **In such a case, the Dean or Provost, as applicable, shall explain the rationale to the hiring department, or departments.**

Purpose of the above: Preserves a determinant role for the dean/provost, particularly for inconclusive or divided recommendations, while at the same time requiring dean or provost to consult with departments and explain rationale for any decisions that run counter to majority will. It is implicit (but not explicit) in this document that the dean or provost must have a very compelling reason to deviate from the hiring recommendations of the faculty.

8. The selected candidate shall be recommended by the Provost to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the candidate until the written employment contract or offer letter has been executed by the President, or the President's delegate, on behalf of CSM.

9. Following discussions with the Provost and contingent upon the approval of the President, the department head shall verbally negotiate salary and other terms of employment with the candidate. However, because benefits are determined by employment category, the terms of employment may not modify any benefits programs offered by CSM.

10. Once negotiations between the department head and the candidate have concluded, an appropriate CSM employment contract or offer letter shall be prepared for the selected candidate.

14. If the search is for an **opportunity hire**, the process above may be modified by the Dean or Provost, as applicable, in consultation with the hiring department, or departments in the case of joint appointments. However, **the hiring department, or departments in case of joint appointments, must approve the hire** using the voting process set forth in section 4.7.1 A Steps 9 and 10.

Purpose of the above: Preserves flexibility needed to pursue opportunity hires, while at the same time ensuring that departments retain input into the selection of their colleagues.

15. The selected candidate shall be recommended by the Dean or Provost, as applicable, to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the selected candidate until the written employment contract has been executed by the President, or the President's delegate, on behalf of CSM.

16. Following discussions with the Dean or Provost, as applicable, and contingent upon approval of the President, the Department Head shall verbally negotiate salary and other terms of employment with the selected candidate. The terms of employment may not modify any benefits programs offered by CSM.

17. Once negotiations between the Department Head and the candidate have concluded, an offer letter and employment contract shall be prepared for the selected candidate. Any special understandings or conditions that have been negotiated with the selected candidate shall be stated in the offer letter.

B. Research Faculty

Appointments for research faculty positions shall be initiated by the Department Head. The Department Head shall confirm the availability of institutional and departmental resources that will be required to support the position. While departments are encouraged to advertise vacancies for research faculty, there may be a need to fill a research faculty position on short notice. **Direct appointment of research faculty for the period of a grant or contract without a search may be made by the Department Head, and contingent upon approval by the Dean and departmental vote** following the process set forth in section 4.7.1 A Steps 9 and 10. If a search is undertaken, the search process set forth in section 4.7.1 A beginning at Step 2 will be followed. For non-remunerative appointments, see section 4.1.8. The **Department Head shall be able to renew appointments following consultation with and vote** by the faculty of the hiring department and contingent upon approval of the Dean.

Purpose of the above: Provide for the involvement of faculty of affected departments in the process of hiring research faculty, while at the same time preserving flexibility and ability to move quickly when needed.

C. Adjunct and Visiting Faculty

Appointments for adjunct and visiting faculty positions shall be initiated by the Department Head. The Department Head shall confer with the Dean to confirm the availability of a departmental position as well as the salary that can be offered. Contingent upon approval of the Dean, the Department Head shall make the appointment. While departments are encouraged to advertise vacancies for Adjunct Faculty, there may be a need to fill an Adjunct Faculty position immediately or on relatively short notice, thus direct appointment and reappointment of Adjunct Faculty on a semester-by-semester basis, without a search, may be made.

D. Affiliate Faculty

C. Research Faculty

The Principal Investigatory shall confer with the Department Head and Dean, if applicable, to confirm the availability of institutional or departmental resources that will be required to support the position. While departments are encouraged to advertise vacancies for Research Faculty, there may be a need to fill a Research Faculty position immediately or on relatively short notice. Direct appointment of Research Faculty for the period of a grant or contract without a search may be made with the approval of the Provost or Dean. In such cases, the Provost or Dean as applicable will provide written authorization to modify the standard search process as necessary. If a search is undertaken, the search process outlined for Administrative Faculty in section 4.7.1 E beginning at Step 2 will be followed. For non-remunerative appointments, see section 4.1.8.

D. Instructional Faculty

The appointment process for tenured/ tenure-track faculty set forth in 4.7.1.A above shall also be followed for the appointment of teaching professors, teaching associate professors and teaching assistant professors, unless the Provost determines that following this process would not be in the best interests of CSM. In such cases, the Provost may provide written authorization to modify this process as necessary and appropriate.

B. Adjunct Faculty and Visiting Faculty

1. The department head shall confer with the Provost to confirm the availability of a departmental position as well as the salary that can be offered.
2. While departments are encouraged to advertise vacancies for Adjunct Faculty, there may be a need to fill an Adjunct Faculty position immediately or on relatively short notice, thus direct appointment and reappointment of Adjunct Faculty on a semester-by-semester basis, without a search, may be made.

Appointments for affiliate faculty positions shall be initiated by the Department Head. The Department Head shall confer with the Dean to confirm the availability of a departmental position as well as the salary that can be offered, if applicable. **The Department shall vote to approve the appointment** following the procedures set forth in section 4.7.1 A Steps 9 and 10. For non-remunerative appointments, see section 4.1.8. The Department Head shall be able to renew such appointments, following consultation with and vote by the faculty of the hiring department, as applicable, and contingent upon approval of the Dean.

Purpose of the above: Provide for the involvement of faculty of affected departments in the process of appointing affiliate faculty, while at the same time preserving flexibility and ability to move quickly when needed.

E. Administrative Faculty

It is the responsibility of the appropriate Vice President, Provost, or President, as applicable, to hire administrative faculty.

1. The appropriate Vice President, Provost, or President, as applicable, shall authorize the Administrative Director of the hiring organizational unit to initiate the search for a new or vacant administrative faculty position.
2. The Administrative Director shall appoint a **search committee**, including a committee chairperson, to be utilized in the search process. The search committee shall represent appropriate CSM constituent groups. The search committee shall comprise a minimum of five members. The search committee shall not include the Administrative Director of the hiring organizational unit.
3. The search committee shall prepare the advertisement and search criteria for the vacancy. The vacancy shall be publicly advertised.
4. The search committee shall perform the applicant screening process and shall identify qualified candidates. Normally, the search committee shall identify three qualified candidates. The search committee will then determine whether any or all of these candidates will be invited to campus for interview as finalists. If fewer than three qualified candidates can be identified, the search committee shall vote on whether the search should proceed as is.

E. Administrative Faculty

1. The supervisor of the new or vacant administrative faculty position shall confer with the department head and the appropriate vice president, If applicable, to confirm the availability of the position. The supervisor shall concurrently notify the Office of Human Resources of the availability of the position and the initiation of the hiring process.
2. Unless a decision is made to fill the position through an internal promotion, the availability of the position shall be advertised in one or more professional journals or other appropriate publications. In conjunction with the Office of Human Resources, the supervisor shall appoint a search committee to assist in the applicant screening process.
3. Applications will be considered in accordance with the rules established for each search.

5. The finalists shall be personally interviewed by the search committee and other members of appropriate CSM constituent groups.

6. The search committee shall submit a written recommendation to the Administrative Director of the hiring organizational unit, including a summary of the search committee's observations of all interviewed candidates. Resumes, letters of recommendation, and other supporting documentation for each final candidate shall be forwarded as part of the recommendation package.

7. The Administrative Director shall submit a written hiring recommendation to the appropriate Vice President, Provost, or President, as applicable, together with the written hiring recommendation of the search committee and all appropriate supporting documentation, which shall include all required administrative forms, resumes, transcripts and, if applicable, letters of recommendation. **If an offer of tenure is being considered for an administrative faculty member, the promotion and tenure committee of the host departmental shall be involved in the decision as set forth in section 8.1.7.B.**

8. If the appropriate Vice President, Provost, or President, as applicable, determines that the written hiring recommendations of the search committee and Administrative Director are not in the best interest of CSM, the appropriate Vice President, Provost, or President, as applicable, may remove a candidate from the list of finalists or change the ranking of the acceptable finalists following consultation with the Office of Human Resources. In such a case, the appropriate Vice President, Provost, or President, as applicable, shall explain the rationale to the search committee and the Administrative Director of the hiring organizational unit.

9. The selected candidate shall be recommended to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the selected candidate until the written employment contract has been executed by the President, or the President's delegate, on behalf of CSM.

10. Following discussions with the appropriate Vice President, Provost, or President, as applicable, the Administrative Director of the hiring organizational unit shall verbally negotiate salary and other terms of employment with the selected candidate. The terms of employment may not modify any benefits programs offered by CSM.

11. Once negotiations between the Administrative Director and the selected candidate have concluded, an offer letter and employment contract shall be prepared for the selected candidate. Any special understandings or

4. The finalists shall be personally interviewed by all appropriate CSM constituent groups.

6. The supervisor shall submit a written recommendation to the President or vice president, including a summary of the search committee's observations of all interviewed candidates. Resumes, letters of recommendation, and other supporting documentation for each final candidate shall also be forwarded as part of the recommendation package.

5. The Vice President or Provost in consultation with the Associate Vice President for Human Resources, on the written recommendation of the department head, may determine that following the full search process would not be in the best interests of CSM. In such cases, the Vice President or Provost may provide written authorization to modify this process as necessary and appropriate.

7. The selected candidate shall be recommended to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the candidate until the written offer letter has been executed by the President, or the President's delegate, on behalf of CSM.

8. Following discussions with the President or vice president, the supervisor shall verbally negotiate salary and other terms of employment with the selected candidate. However, because benefits are determined by employment category, the terms of employment may not modify any benefits programs offered by CSM.

9. Once negotiations between the supervisor and the candidate have concluded, an appropriate CSM offer letter

conditions that have been negotiated with the selected candidate shall be stated in the offer letter.

Purpose of the above: (1) Establish process for collaborative searches for administrative faculty, while at the same time preserving prerogative of administrative leadership in the process. (2) Much of the process mirrors that of academic faculty where applicable (and thus similar rationale to that articulated above). (3) Articulate departmental P&T role in tenure decisions for administrative faculty.

shall be prepared for the selected candidate. Any special understandings or conditions that have been negotiated with the candidate shall be clearly stated in the offer letter provided to the candidate.

F. Department Heads, Deans, Associate Provost, Provost, and Vice President for Research and Technology Transfer

It is the responsibility of the Provost or President, as applicable, to hire **administrative faculty into positions that have a significant impact on the academic and intellectual life of the university**. Interim appointments shall be made through the process set forth in sections 4.7.1 H.

Purpose of the above: Clarifies that separate guidance is needed for these positions given their significant impact on academic life, for which the academic faculty also play a key role.

1. The Provost or President, as applicable, shall authorize the search for the position.
2. The Provost or President, as applicable, shall appoint a **search committee**, including a committee chairperson, to be utilized in the search process. The search committee shall represent appropriate CSM constituent groups.

Purpose of the above: Establish process for collaborative searches for those key administrative faculty having significant impact on the mission of the academic faculty.

3. **For appointments to the positions of Provost, Associate Provost, or Vice President for Research and Technology Transfer, the search committee shall be chosen from faculty recommended by Faculty Senate.** The search committee shall be comprised of a minimum of five members, at least a majority of whom shall be tenured faculty members and including at least one member of Faculty Senate. The search committee shall not include the Provost or President. The search process shall follow the procedure set forth in section 4.7.1 E beginning at Step 3.
4. **For appointments to the position of Dean, the search committee shall be comprised of a minimum of five members and shall include at least one tenured faculty**

member from each department in the hiring college. The search process shall follow the procedure set forth in section 4.7.1 E beginning at Step 3.

5. For appointments to the position of Department Head, the search committee shall be comprised of a minimum of five members and more than half of the committee shall be composed of tenured faculty from the hiring department. The search process shall follow the procedure set forth in section 4.7.1 A beginning at Step 3.

Purpose of the above: Ensure appropriate faculty role in search committees.

G. Athletics Faculty

On account of circumstances that are unique to their positions, such as the seasonal nature of intercollegiate athletics and the timing of recruiting cycles, a search shall not be required for the hiring of qualified athletics department faculty. In order to bypass the search process, the Department Head must receive written confirmation from the appropriate Vice President regarding the availability of the position, the title and salary range that can be offered, and approval to proceed without a search. Upon receipt of confirmation from the appropriate Vice President, the Department Head shall notify the Office of Human Resources of the availability of the position and the intention to fill the position without a search. Once an individual has been selected for the position, the hiring shall proceed in accordance with Step 6 and the remaining steps of the process set forth immediately below. If it is determined that a search is required for an athletics faculty position, the following process shall be utilized:

1. The Department Head shall confer with the appropriate Vice President to confirm the availability of the position as well as the title and salary range that can be offered.
2. The Department Head shall appoint a search committee, including a committee chairperson, to be utilized in the search process. The search committee may include the Department Head.
3. The availability of the vacancy shall be publicly advertised, unless a decision is made to fill the position through an internal promotion. The advertisement and search criteria for the vacancy shall be prepared by the search committee.
4. The search committee shall perform the applicant screening process and shall identify qualified candidates. The search committee will then determine whether any or all of these candidates will be invited to campus for interviews as finalists.

F. Athletics Faculty

On account of circumstances that are unique to their positions, such as the seasonal nature of intercollegiate athletics and the timing of recruiting cycles, a search shall not be required for the hiring of qualified athletics department faculty. In order to bypass the search process, the department head must receive written confirmation from the appropriate vice president regarding the availability of the position, the title and salary that can be offered, and approval to proceed without a search. Upon receipt of confirmation from the appropriate vice president, the department head shall notify the Office of Human Resources of the availability of the position and the intention to fill the position without a search. Once an individual has been selected for the position, the hiring shall proceed in accordance with step 6 and the remaining steps of the process set forth immediately below. If it is determined that a search is required for an athletics faculty position, the following process shall be utilized:

1. The department head shall confer with the appropriate vice president to confirm the availability of the position as well as the title and salary that can be offered. The department head shall concurrently notify the Office of Human Resources of the availability of the position and the initiation of the hiring process.

2. Unless a decision is made to fill the position through an internal promotion, the availability of the position shall be advertised in one or more appropriate publications. In conjunction with the Office of Human Resources, the department head shall appoint a search committee, including a committee chairperson, to assist in the applicant screening process. The department head and any supervisor of the position may chair or actively serve on the search committee.
3. Every application received for the position shall be

5. The finalists shall be personally interviewed by the search committee and other members of appropriate CSM constituent groups.

6. The search committee shall submit a written recommendation to the Department Head, including a summary of the search committee's observations of all interviewed candidates. Resumes, letters of recommendation, and other supporting documentation for each finalist shall be forwarded as part of the recommendation package.

7. The Department Head shall submit a written recommendation to the appropriate Vice President together with appropriate supporting documentation, which shall include all required administrative forms, resumes, transcripts and, if applicable, letters of recommendation.

8. The selected candidate shall be recommended to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the candidate until the written employment contract has been executed by the President, or the President's delegate, on behalf of CSM.

9. Following discussions with the appropriate Vice President, the Department Head shall verbally negotiate salary and other terms of employment with the selected candidate. The terms of employment may not modify any benefits programs offered by CSM.

10. Once negotiations between the Department Head and the selected candidate have concluded, an offer letter and employment contract shall be prepared for the selected candidate. Any special understandings or conditions that have been negotiated with the selected candidate shall be stated in the offer letter.

Purpose of the above: The process remains largely unchanged, with some minor tweaks in language to mirror those of other sections of the document. The Senate does not see itself as having a significant interest in the hiring of athletics faculty.

H. Temporary Faculty

Temporary faculty may be hired in the following categories: Administrative and Athletics. Interim appointments of faculty members into administrative and athletics functions shall only be made as temporary administrative or temporary athletic faculty members, respectively.

considered.

4. The finalists shall be personally interviewed by all appropriate CSM constituent groups.

5. The search committee chairperson shall submit a written recommendation to the department head, including a summary of the search committee's observations of all interviewed candidates. Resumes, letters of recommendation, and other supporting documentation for each final candidate shall also be forwarded as part of the recommendation package.

6. The department head shall submit a written recommendation to the appropriate vice president together with appropriate supporting documentation, which shall include all required administrative forms, resumes, transcripts and, if applicable, letters of recommendation.

7. The selected candidate shall be recommended to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the candidate until the written employment contract has been executed by the President, or the President's delegate, on behalf of CSM.

8. Following discussions with the appropriate vice president, the department head shall verbally negotiate salary and other terms of employment with the selected candidate. However, because benefits are determined by employment category, the terms of employment may not modify any benefits programs offered by CSM.

9. Once negotiations between the department head and the candidate have concluded, an appropriate CSM employment contract shall be prepared for the selected candidate. Any special understandings or contractual conditions that have been negotiated with the candidate shall be clearly stated in the contract transmittal letter and provided to the candidate with the employment contract.

G. Temporary Faculty

Temporary faculty may be hired in the following categories: Adjunct, Administrative, Research, Library, and Athletics. If it is determined that a need exists that can best be filled by a temporary appointment, the hiring department may request authorization from the appropriate Vice President to hire a temporary faculty

member.

1. Adjunct Faculty

The conditions outlined in Section 4.7.1 B shall apply to the appointment of an Adjunct Faculty member.

2. Temporary Administrative, Research, and Library Faculty

The following conditions shall apply to the appointment of a temporary administrative, research, or library faculty member: (a) a temporary appointment may be made without a search; (b) the duration of a temporary appointment shall not exceed twelve months; (c) a temporary appointment shall not be renewable, except that under extraordinary circumstances with the approval of the appropriate vice president, the appointment may be renewed for an additional period of up to twelve months; (d) a candidate for a temporary appointment must possess the qualifications that would be required for a regular appointment to the same position; and (e) the hiring department must submit a brief job description along with the hiring paperwork.

3. Temporary Athletics Faculty

The following conditions shall apply to the appointment of a temporary athletics faculty member: (a) a temporary appointment may be made without a search; (b) the duration of a temporary appointment shall not exceed twelve months; (c) a temporary appointment shall not be renewable, except that under extraordinary circumstances with the approval of the appropriate vice president, the appointment may be renewed for an additional period of up to twelve months; and (d) a candidate for a temporary appointment must possess the qualifications that would be required for a regular appointment to the same position.

1. Temporary Administrative Faculty

The following conditions shall apply to the appointment of a temporary administrative faculty member, **including those in positions as Provost, Associate Provost, Vice President for Research and Technology Transfer, Dean, or Department Head**: (a) a temporary appointment may be made without a search; (b) the duration of a temporary appointment shall not exceed twelve months; (c) a temporary appointment shall not be renewable, except that under extraordinary circumstances with the approval of the appropriate Vice President or President, as applicable, the appointment may be renewed for an additional period of up to twelve months; (d) a candidate for a temporary appointment must possess the qualifications that would be required for a regular appointment to the same position; and (e) a temporary appointment cannot be transitioned into a regular appointment, except through the search process set forth in sections 4.7.1 E or 4.7.1 F, as applicable.

Purpose of the above: The process itself is unchanged from existing HB language, but this clarifies that the process also applies for key positions affecting academic life. When read in conjunction with sections E & F above, it clarifies that interim/temporary appointments shall be only a temporary measure pending the implementation of a comprehensive and collaborative search.

2. Temporary Athletics Faculty

The following conditions shall apply to the appointment of a temporary athletics faculty member: (a) a temporary appointment may be made without a search; (b) the duration of a temporary appointment shall not exceed twelve months; (c) a temporary appointment shall not be renewable, except that under extraordinary circumstances with the approval of the appropriate Vice President, the appointment may be renewed for an additional period of up to twelve months; and (d) a candidate for a temporary appointment must possess the qualifications that would be required for a regular appointment to the same position.