

GUIDELINES FOR SELECTION & REVIEW, MIDDLE MANAGEMENT POSITIONS
as approved by the University Senate, May 14, 1987

Middle management is defined here as all 93xx appointments except the President, Provosts, Chancellors, Deans, Chairs, Heads, and Directors (with faculty rank). Included are Vice Presidents, Associate and Assistant Vice Presidents, Associate and Assistant Provosts, Associate and Assistant Chancellors, Associate and Assistant Deans, University Librarian, Directors (University-wide), etc.

I. Automatic Termination with Change in Command

All officers in this class will, at the commencement of the appointment of a new person to whom they are responsible, be given a trial term appointment of up to six months, or for as long as is required for notice under the terms of their contracts, whichever is longer. At the end of the period their appointment will be terminated; however, the responsible official may at that time choose instead to continue their appointment without a new search. All University, state, and federal equal opportunity policies and policies protecting academic freedom apply to the decision not to reappoint officials under this procedure.

II. Search Procedures

Section VI of the April 17, 1980, Senate resolution on search committee guidelines should be supplemented with the following:

The responsible (hiring) officer, or the officer's agent, should meet directly with the search committee at certain key junctures of the search, including but not limited to (a) the selection of a set of candidates to be interviewed and (b) a discussion of all interviewed candidates at the conclusion of the interviews. Individuals to be interviewed will be jointly selected by the search committee and the responsible official. At the close of the interviews, and after further direct consultation with the responsible official, the search committee will consider whether any of the interviewed candidates are unacceptable. The responsible official, who will have been informed on the committee's views of the relative merits of the candidates from the direct consultation, may appoint any interviewed candidate who has been judged acceptable by the committee.

III. Acting Appointments

Appointments should be made in an acting capacity only under urgent and exceptional circumstances, with a strong burden of

proof on the responsible official that such an appointment was necessary. Except in cases of death or incapacitation, individuals should leave their positions with sufficient notice that a timely search for a successor is possible. When new positions are created, demonstrable urgency must be shown if ordinary search procedures are to be postponed, and an official appointed in an acting capacity.

IV. Performance Review of Administrators

The performance of all administrators in this class will be evaluated annually by their responsible officer. Timely public notice of the review, and an invitation to comment on the review, should be offered to colleagues, to others with whom the administrator interacts or for whom the administrator performs a service, to other administrators at both higher and lower levels, and to faculty and students where appropriate.

V. Implementation in College Constitutions

We urge that the above model be implemented in college constitutions.

VI. Editorial amendments to "Search Committee Guidelines," approved by the University Senate, April 17, 1980.

- a) Section I, sentence one: Search committees are expected seek out and identify the best qualified nominees available for administrative positions, irrespective of sex, religion, race, national origin, age, or any other criteria violating ~~affirmative action~~ equal opportunity statutes.
- b) Section IV.E.: Personal responsibility of each member for affirmative action and ~~discretion~~ confidentiality.
- c) Section V.B., first sentence: The President (or the President's agent) or the chairperson, shall file notification of the availability of the position in . . .

VII. Review of Policies

After these policies have been in place for two years, the Senate Consultative Committee will review them and the manner in which they have been implemented.

University Senate Clerk
May 14, 1987