

BY-LAWS
DEPARTMENT OF ANTHROPOLOGY
(Approved October 25, 2019)

I. Statement of Principles

Effective governance supports structures and practices that help to create a collegial environment and efficient procedures with which to conduct the affairs of the department. Nothing in this document should be construed as contrary to University policies; rather it is intended to facilitate the work of the department as it is outlined in the MSP Collective Bargaining Agreement.

II. Departmental Units [TBA]

[Membership, roles, and responsibilities]

III. Standing Committees and Service Positions (see appendix for duties, terms, mode of appointment; Appendix TBA)

Chair

Associate Chair

Graduate Program Director

Chair Personnel Committee

Undergraduate Program Director

Personnel Committee

Graduate Studies

Undergraduate Studies

Curriculum Committee

Honors Coordinator

Colloquium Coordinator

European Program Director

Collections Committee

SBS Personnel Committee Representative

Repatriation Advisory Committee

Voluntary Service Positions

Faculty Senate Representative

MSP representative

IV. Department Head/Chair

Each department shall be headed by a chair who is responsible for ensuring proper procedures are followed at the departmental level. Other roles and responsibilities include: leadership, mentoring and evaluation of faculty; advocating for Department resources and space needs. In consultation with the Curriculum Committee and Scheduler, the Chair is responsible for teaching assignments and ensuring the curriculum is delivered. Works with Department Administrator on alumni relations, budget oversight, annual allocation of resources, submits strategic plans, annual budget requests and supplemental instructional requests to the Dean. Coordinating administrative matters related to personnel actions including hires, reappointments and retention offers, keeping

faculty informed of their rights and responsibilities, appointment of administrative positions, ensuring compliance with University policies and collective bargaining agreements, evaluation of staff, and developing and maintaining long range planning and revenue generating opportunities. *[See also 3.5 and 6.4 of the Redbook]*

A. Selection of Department Head or Chair

The Dean, after consulting with the Department Personnel Committee (DPC) shall appoint a Search Committee. The Search Committee presents its recommendation to both the department and the Dean, and if a majority of the department accepts the recommendation and the Dean agrees, then the Dean shall proceed with the appointment with the concurrence of the Provost.

If a majority of the department accepts the recommendation, but the Dean does not, the Dean shall meet with the department to achieve a resolution.

If that fails, the matter shall be referred to the Provost for resolution.

If a majority of the department rejects the recommendation, the Dean shall meet with the department and the Search Committee to try to resolve the matter. If no resolution is achieved, the Dean may re-open the search with the same or different search committee or simply refer the matter to the Provost for resolution. *[see Senate document no. 90-029A]*

B. Resignation or Removal of Head/Chair

Following Faculty Senate procedures¹: A chair wishing to resign writes a letter of resignation to both the Dean and the Department. Should the Dean and the Department disagree on its acceptance, the matter shall be referred to the Provost.

If, at any time, the Dean, the Department, or a sizable portion therein, seeks removal of a Chair, it would be of vital importance, and in the interest of harmony, for the Dean to consult prior to making a decision. In the case of disagreement, the matter shall be referred to the Provost. *[see Trustee Doc. 70-62A]*

C Interim Head/Chair Appointments

In an emergency, the Dean, in consultation with the Department Personnel Committee (DPC) shall appoint an acting Chair or Head. The normal term should not exceed one year. The appointing authority may extend the term of office only with the consent of the DPC. *[See Senate Doc. 90-092A, sec. 13]*

¹ Faculty Senate [Search and Appointment Procedures for Deans, Academic Department Chairs and Heads, and Academic Program Directors-Sen. Doc. No. 90-029.pdf](#) and Trustee policy [The Morris Report-T70-62A.pdf](#).

The Department will follow the Faculty Senate process² for making interim appointments: The process for determining a “consensus candidate” for the position of interim chair should include nominations and self-nominations to a department appointed search committee or DPC, along with a letter of interest and CV. A list of nominations will be presented at a Department meeting, with nominations from the floor accepted. A secret ballot will be used to determine the successful candidate. The DPC or search committee can determine if a run-off ballot is needed. The successful candidate’s name will be forwarded to the Dean, who upon approval will make the appointment.

D. Term of Office for Heads, Chairs, and Directors

The appointment of a faculty member as Chair/Head of a Department or Director of an Academic Program should normally be made for a period of at least three but not more than five years. For Chair/Head, the term of office shall be determined by the Dean in consultation with the DPC. Terms for Directors shall be determined by the Dean or Provost in consultation with those individuals within, and affiliated with, the program.

E. Review of Heads/Chairs

Heads/chairs shall be evaluated during every third year in office in a review process initiated by the Department Personnel Committee. By petition of a majority of the departmental faculty, an evaluation may be requested at any time. *[See Senate Document 82-021 for evaluation procedures]*

V. Department Meetings (Committee of the Whole)

Faculty caucus meetings (open to all full and part-time faculty members, both tenure track and lecturers) and department meetings (open to all full and part-time faculty members and graduate students) shall be convened by the chair for the purpose of sharing information, seeking counsel from members of the department, receiving reports and recommendations from standing committees, and conducting other departmental business.

As a rule, the chair will convene one faculty caucus per month and one department meeting per semester. Notifications will be made on the department calendar and reminders sent by email; agendas will be distributed electronically in advance. All full time faculty including lecturers, regardless of rank, are full voting members of the department except where personnel actions dictate otherwise. Graduate students (caucus representatives) hold two votes.

VI. Department Personnel Committee: Purview and Composition

A. *Purview*

² [Search and Appointment Procedures for Deans, Academic Department Chairs and Heads, and Academic Program Directors-Sen. Doc. No. 90-029C.pdf](#)

The Departmental Personnel Committee (DPC) leads the process of all faculty personnel actions, except initial appointments. The DPC evaluates faculty performance with reviews of the Annual Faculty Report, assigns merit points, evaluates faculty in the mini-tenure review, tenure and promotion to Associate Professor, promotion to Full Professor, and periodic multi-year reviews (PMYR) for tenured faculty. The DPC also recommends salary anomaly increases and nominates faculty for internal awards based on scholarship, teaching, and service. The DPC evaluates once every three years the performance of the department chair. The DPC recommends adjunct and emeritus appointments. The chair of the Personnel Committee serves on the Executive Committee and has substantial responsibilities for writing cogent and compelling memos on decisions or recommendations made on the above subjects.

B. Size, eligibility and composition

The Personnel Committee shall consist of a minimum of three members of faculty without restriction regarding rank, but not to include any members who shall be in their tenure decision year or who are being considered for promotion. Faculty members who will be on leave or who are already carrying substantial service roles (GPD, UPD) are generally considered exempt from election. Faculty carrying service roles outside the Department are not considered exempt if they are receiving course release for those duties. Attention should be paid to having diverse subfield representation on the Personnel Committee. Tradition has held that the DPC Chair is always a tenured member of the faculty, and at least one member of the committee is untenured. When there are Tenure & Promotion cases, the department tries to ensure either that the DPC chair is from the same subfield of the candidate, or that a senior faculty member knowledgeable of the candidate's subfield takes the lead in writing the memo of evaluation. Alternately, when deemed appropriate, the Department can elect a faculty member at or above the rank to which the candidate aspires on an ad hoc basis for this purpose.

The Personnel Committee, for the purposes of making recommendations and voting for appointment with or promotion to tenure, shall consist of all tenured members of the Department, and for purposes of making recommendations for promotion to the rank of full professor, shall consist of all full professors.

Other regular work of the Personnel Committee (AFR review, PMYR, mini-tenure, reappointments, nominations, lecturer promotions) will be delegated to an elected subcommittee of the PC consisting of the Chair of the PC and two additional faculty. Pre-tenure and non tenure stream faculty may be elected to serve on this committee if they would like to be considered. They participate fully as members of the PC but do not vote on promotions above their rank.

C. Term

Members of the DPC are elected for a one-year period. Members from a previous year can be re-elected for a subsequent year in order to provide continuity and experience to the committee. The Chair of the DPC should have experience serving as an elected member or as an ad hoc appointed member.

D. Election (ex officio membership, means of constituting, selection of committee leadership)

The Personnel Committee shall be elected during the last faculty caucus of the spring semester. Prior to the meeting, the department Chair circulates a list of faculty members eligible to serve on the PC for the upcoming year, and announces forthcoming personnel actions. At the caucus meeting, election of the chair takes place first by secret ballot, and the other members are voted in subsequently by voice vote. Whenever possible, the DPC Chair shall have achieved the rank to which any candidate coming up for tenure or promotion in that year aspires. In years with extenuating circumstances, e.g. a heavy load (e.g. two or more tenure and promotion cases) or faculty leaves, the department may elect additional faculty as ad-hoc members (between 1-3), either to assist in the crafting of tenure cases, or to assist with AFRs.

E. Frequency of meetings

It is the responsibility of the DPC Chair to schedule meetings necessary to conduct the business of the committee.

F. Quorum necessary to conduct business

At least three members of the DPC constitute a quorum for matters upon which the DPC votes.

VII. Reappointment, Tenure and Promotion Policies

A. Access and voting rights of members

For purposes of tenure and promotion the departmental personnel committee shall expand to be comprised of all faculty at or above the rank to which the candidate aspires to be promoted. All such faculty will be eligible to vote and be provided access to the entire tenure and promotion file. For the purposes of mini-tenure and reappointment cases, only members of the elected DPC who are at or above the rank of the personnel action under consideration will vote. An ad hoc member may be added to the committee if there is no quorum at the rank of the candidate. For promotions of lecturers, the DPC will function as the review committee. Whenever possible, the review committee should seek to include at least one lecturer (ad hoc if necessary) at the rank or higher to which the candidate aspires.

Minimum number of voting members is 3. In the cases, in which there are not 3 at rank faculty to judge a promotion case, the DPC can bring in an additional at rank faculty member from an outside department.³ The Chair in consultation with the DPC will select an outside member whose expertise most closely matches with the candidate.

Faculty members who are elected members of the DPC, but who are not at or above the rank to which the candidate aspires, are not eligible for voting, but have full access to the candidate's file, including external letters for the purposes of drafting the PC's memo of recommendation.

³ As detailed in CBA Art. 12.3.3

B. Engagement of faculty beyond the DPC (participation specs, eligibility for participation)

Faculty members who are neither eligible for voting nor a member of the elected DPC, shall be provided access to all of the candidate's materials (per candidate's consent) with the exception of external review letters. All faculty at any rank are invited to submit letters of the evaluation to the candidate's file (although as per *Section F* below, individual solicitations are necessary for confidentiality to be maintained).

C. Manner of voting; advance notice

The DPC Chair shall call a meeting of eligible voting faculty and the elected DPC in order to review cases for tenure and promotion and invites them to review the candidate's dossier in advance. At the meeting, the DPC Chair conducts a vote by secret ballot for promotion and tenure. Proxy and electronic votes shall not be accepted.

Personnel actions shall be governed by the Redbook standards and criteria in Article IV. For tenure, following Redbook section 4.9, eligible faculty will vote on the degree of excellence and/or strength of the candidate in each of the three categories of research, teaching, and service. For promotions, following Redbook section 4.6 to Assistant, Associate Professor, or Full Professor, eligible faculty will vote in favor or against promotion. When voting for reappointment, the DPC shall follow the Redbook standards in Section 4.5.

For promotions to Senior Lecturer and Senior Lecturer II, the DPC shall follow the evaluation criteria and review process as detailed in CBA 21.10.4 and 21.10.5 respectively.

D. Agendas, minutes and record-keeping/retention

The DPC Chair is responsible for distributing meeting agendas and keeping records of the meetings.

E. The Role of Academic Administration/Department Chair Independence

In accordance with the CBA and Redbook, the DPC in matters of reappointment, tenure, and promotion acts autonomously from the Department Chair and vice versa. Thus, a Department Chair is neither eligible to serve as a member on the DPC, nor shall take part in meetings convened by the DPC to review candidates and make recommendations for reappointment, tenure, and promotion. Conversely, the DPC shall not influence the Department Chair's independent evaluation outside of the formal recommendations represented in its memorandum to the Chair.

F. Letter Solicitation

Tenure and promotion cases require external letters for review. The Department Chair should invite tenure and promotion candidates to submit lists of external reviewers and work with them to draw up a full list, and provide them with model tenure narratives ideally in March (or before the semester ends). The Chair solicits letters from potential external reviewers starting in April with the goal of obtaining between 8 – 10 reviewers,

at least 5 – 6 of which should be “arm’s-length” or not close. Additional external letters may be solicited from “close” reviewers, in the cases where reviewers can provide important insight into the candidate’s collaborations and specializations. It is the responsibility of the Chair to provide descriptions of the level of closeness to the candidate of each external reviewer, as well as of the qualifications and standing of each reviewer. Reviewers are usually well-recognized scholars, at the rank or above that which the candidate aspires or equivalent, in Anthropology or fields related to the candidate’s specialty, and usually selected from peer institutions.

The candidate’s package, including a narrative, publications, guidelines, and the Chair’s cover letter is sent out to external reviewers in early June, with a deadline for external reviewers typically in late August or early September for tenure cases and mid October for Full Professor promotions. In consultation with the candidate, the Chair solicits letters from departmental, UMass and Five College faculty and students no later than the beginning of October.

Beyond these individual solicitations, the DPC Chair issues a broader invitation to participation as well. Letters are sent out to departmental, UMass, Five College faculty and students informing them of the promotion process in motion and asking for expressions of interest in contributing a letter. Individual solicitations are sent to those who respond. Thus, confidentiality can be maintained.

For joint appointments, the DPC will ensure that the memo from the candidate’s second department or program has been solicited and will be added to the package prior to their deliberations.

For reappointment cases, the Department Chair does not solicit external letters, but does solicit letters from departmental, UMass and Five College colleagues, faculty and students in October.

G. Role of the Elected Personnel Committee in Tenure and Promotion

The elected personnel committee shall provide an advisory role in the process of tenure and promotion in both areas of mentorship and evaluation. The elected PC Chair also oversees the compiling of the tenure file (with input from the office) for uploading all materials into the electronic Academic Personnel Workflow System.

H. Mentorship

In the year preceding cases for promotion, the outgoing DPC chair should meet with all pre-tenure faculty to provide advice, assess strengths and weaknesses and provide counsel on identifying concrete goals for the year ahead. The AFRs will be used as a basis for their discussion. The outgoing DPC chair should identify potential candidates for tenure or promotion for the year ahead with the department chair during the spring semester. The DPC then meets with these potential candidates to provide advice on preparing for the promotion process, which should include input on the candidate’s personal statement as well as advice for compiling relevant files.

I. Evaluation

The elected DPC shall draft a memorandum summarizing the candidate's major achievements in research, teaching, and service, as well as evaluations of the candidates from external reviewers, departmental, UMass and Five College faculty, students, and other significant individuals, such as community partners. The elected DPC shall provide a summary and/or draft of this memorandum and its recommendation for a vote to a meeting of the faculty eligible for voting on the tenure or promotion action. At the meeting, the elected PC will make notation of discussion and record the final vote. This additional information will be incorporated into the final memo to send to the Department Chair, at which point it becomes part of the candidate's file. The DPC prepares a redacted memo to be uploaded into the electronic academic personnel workflow system (APWS)

J. Responses to Dean's and higher administrators' queries

In accordance with the CBA (Article 12), the elected DPC shall respond in writing to queries or counter-recommendations by academic administrators. These written forms of communication, as mandated by the CBA, shall become part of the candidate's file and available to the candidate.

K. Candidate's rights with regard to Personnel Matters

The DPC and Department Chair shall honor all the rights of candidates for reappointment, tenure, and promotion as outlined in the Redbook, Article V., and provide the candidate information about his or her rights in their initial meeting with the candidate to review the process. This includes but not limited to information about the contents of and access to his or her file, communication of recommendations at all levels of review, equitable treatment, right to consultation with academic administrators about their progress or personnel recommendations, and the right to grieve personnel matters.

L. Waiver of Rights of Access to Review Letters.

Candidates have the right, without undue pressure from any faculty member or Department Chair, to decide whether or not to waive access to internal and external review letters. If the candidate chooses to waive his or her rights, the Departmental Personnel Staff member provides a form for the candidate to sign that becomes part of the candidate's file.

According to Redbook Section 6.4 part c., contents of the external letters are considered confidential materials. Thus, contents shall be discussed neither with non-eligible voting faculty members who are not members of the elected PC, nor with the candidate who has waived rights to access of external letters. It is recommended that eligible voting members and elected PC members compose and sign a confidentiality agreement to uphold the rights of the candidate, using the IRB for focus groups as a model.

VIII. Methods of evaluation

A. Methods for evaluation of research

For possible major personnel actions (tenure and promotion to higher ranks), the

Committee must be guided by the language of the Academic Personnel Policy (Red Book). The pertinent passages are as follows: For promotion to Associate Professor, "...the faculty member must have a record of achievement sufficient to have gained recognition on and off campus among scholars or professionals in his or her field; and must show promise of continuing professional development and achievement." (Section 4.6b). And concerning the award of tenure, the faculty member must present "convincing evidence of excellence in at least two, and strength in the third, of the areas of teaching; of research, creative and professional activity; and of service..." Concerning the award of promotion to Full Professor, "the faculty member must have a record of achievement sufficient to have gained substantial recognition on and off campus among scholars or professionals in his or her field; and must show significant potential for continuing professional achievement." Concerning the award of promotion to Senior Lecturer and Senior Lecturer II, criteria include "Meritorious performance in the area(s) of the candidate's responsibility b) Promise of continuing professional development and achievement."

This department formally endorses the AAA's Guidelines for evaluating scholarship in the realm of practicing, applied, and public interest anthropology for academic promotion and tenure, adopted by the AAA Executive Board, May 28, 2011, as well as the Linguistic Society of America's 2010 resolution (see *Appendix II*).

In light of the department's interest in fomenting community-engaged research, we understand that some of this research output will take forms other than peer review articles, chapters or books. The department will make efforts to solicit reviews from experts in these areas in order that they may assess how such materials meet disciplinary standards. This applies to for example archival deposits, pedagogical materials, websites or other materials intended for community (non-scholarly) use.

B. Methods for evaluation of teaching effectiveness

For promotion cases, the years of review are usually at the current rank – i.e. since tenure for promotion to full, and since Assistant for tenure and promotion to Associate. The following list constitutes acceptable evidence of teaching effectiveness (open for discussion)

1. Student evaluations
 - a) SRTIs and other end-of-course evaluation forms
 - b) MAPs (Midterm Assessment Process) results from the Institute for Teaching Excellence and Faculty Development
2. Letters from students, solicited or in files
3. Professional Development Activities
4. Course Innovation and programmatic contributions
5. Teaching Award Nominations and Selections - internal and external
6. Mentoring: Undergraduate and Graduate
 - a) Chairing and membership in student guidance committees
 - b) Grant application and publication with students
 - c) Supervising of teaching and research assistants
7. If applicable, letters and /or evaluations from Community-based Learning Partners

8. Syllabi and sample course materials (determined by candidate)
9. Teaching activities beyond the University, e.g. workshops, public lectures at community organizations, and professional development training

C. Methods for evaluation of service

The DPC shall consider the following categories for evaluating service:

1. Departmental service;
2. Service to the College, University and Five Colleges, and
3. Professional, Community and Government. For example, officer or committee work in professional associations, service to grant review boards, editorial boards (involving actual meetings), service to community and government agencies.

In the case of faculty with joint appointments, the DPC will be sure to take service contributions and duties from other departments and programs into consideration.

IX. Annual Faculty Review and Merit

A. Ad hoc members

In years with extenuating circumstances, e.g. a heavy load (e.g. two or more tenure and promotion cases) or faculty leaves, the department may elect additional faculty as ad-hoc members of the DPC (between 1-3), either to assist in the crafting of tenure cases, or to act as a subcommittee or otherwise assist in the review of AFRs.

B. AFR Review Process

The subcommittee shall provide evaluative comments from the DPC for each faculty member who submits an AFR, reviewing research, teaching, and service. It is the responsibility of the DPC Chair to review and upload all evaluative comments in to APWS.

C. Merit Points Process

For assessing merit points, the AFR subcommittee shall use the following process:

Merit for any faculty member must take into account the person's assigned duties and responsibilities during the year under review. According to current MSP contract guidelines, all faculty, including non-tenure-track faculty who are at 50% and above, must complete the AFR in order to be considered for merit. Faculty at less than 50% are required to be evaluated annually, but an alternate form can be used.⁴

Acting independently, each member of the Committee will evaluate each faculty member separately. Considering all of the dimensions of scholarship, teaching, and service described below, each Committee member will look at the accomplishments as a whole during the past year and rate each faculty member in one of the following categories:

A. Marginal: Fails to meet basic requirements. B. Excellent: Strong work deserving of

⁴ See Art. 33.2 for more information.

merit pay. C. Exceptional: Distinguished as among the top 1-3 candidates

Individual evaluations will then be discussed, case-by-case, by the Committee as a whole. Discrepancies in evaluations between Committee members will be identified and discussed, with a possibility of rating changes, before final decisions are made. Cases that cannot be argued to consensus will be resolved by majority vote.

Merit will be allocated in the following way:

Faculty in Category A will not be eligible for merit pay and will be removed from the merit pool.

Each faculty member in Category C this year will have \$100 added to the below-listed merit allocation.

The remainder of the merit pool will be distributed equally among all faculty in Categories B and C. For any faculty member who is not a full-time employee of the Department of Anthropology, the amount of merit pay will be pro-rated based on their quarter, half, or three-quarter time appointment. In the event that a faculty member for whom a merit raise has been calculated is no longer employed in the unit when merit pay is disbursed, her/his merit allocation will be returned to the pool and merit distributions to all others in the unit will be recalibrated accordingly.

X. Tenure Track Faculty Search Procedures

A. Selection of the Search Committee (SC)

The Chair announces there will be a search and invites faculty to express interest in participating. Chair appoints the SC based on interest and expertise and availability. The Chair seeks to include members on the committee to reflect gender and underrepresented minorities. All tenure track faculty as well as permanent lecturers may serve on search committees. One or more senior graduate students may be invited to participate in the Search Committee to gain professional development experience and give feedback on student perspectives on the candidates. Student members of the search committee provide advisory opinions but do not vote.

B. Job Description

A draft job description is developed by a faculty subcommittee designated by the Chair. When possible, it is reviewed and approved by the faculty caucus. We post the job advertisement on the relevant University web sites as well as the primary professional venues for anthropological job positions appropriate to the specialization. These include: Inside Higher Education; American Anthropological Association; List serves appropriate to the specialization; Society for Linguistic Anthropology; Society for American Archaeology; American Association of Physical Anthropology; Primate Info Net; Human Biology Association web site; Society for Latin American Anthropology; Association for Black Anthropologists and may include the Chronicle of Higher Education. We also send a copy of the job ad via email to alums, former faculty and Chairs of Departments,

particularly those from under represented groups and encourage them to circulate it to prospective candidates.

C. Mandatory Items to include in the Job Candidate dossiers

CV; 3 letters of reference; cover letter; Sample publications. Letters and sample publications are requested once a “long short list” is created.

D. Access to application materials

The applicants’ materials are made available to members of the SC by the office staff. Tenure stream faculty and permanent lecturers are invited to review the dossiers in their entirety and provide feedback once the long short list is created and throughout the remainder of the process. Part time and temporary lecturers may be invited at the discretion of the search committee if they have valuable expertise. Graduate students have access to cover letters, pubs and cvs, but not letters of reference. We provide a feedback sheet for individuals to fill out after consulting the dossier and again after the campus finalist visits

The Department Administrator may be asked to screen all applicants to determine those that meet minimum eligibility. The SC typically develops a “long, short list” out of the eligible pool. This long short list is made known to the faculty and feedback is invited. In order to develop a short-list, the Search Committee conducts screening interviews with members of the long-list at conference venues, or via Skype when this is not possible. With the information collected from screenings and feedback from faculty, the SC then draws up a short-list of 3-4 candidates for campus visits. The dossiers of the short list candidates are made available to faculty to consult.

E. Campus Visit Activities

- Job talk, 1 hour followed by Q & A
- Meet with Search Committee
- Meet with Chair
- Meet with Dean
- Meet with Student Caucus/ brown bag
- Individual meetings with interested faculty in the faculty or faculty in other department as relevant or requested by the candidate
- Tour campus and department facilities
- Set up meetings with relevant Institutes or Centers
- Dinner with search committee

F. Selection process of candidate

The Search committee invites feedback from faculty, students, and other relevant members of the campus. Following the SC’s evaluation of the results of the campus visit, this feedback and the candidates’ dossier, the Chair of the SC makes a presentation to the Department Meeting of the strengths and weaknesses of each candidate and provides a suggested ranking. Discussion follows. The ranking may be amended following discussion. All TT faculty and permanent lecturers have one vote each; the Grad student caucus has two votes.

G. Off List Reference Calls

The Chair of the Search Committee and/or Chair of the Department may make off list calls. Candidates on the short list are advised that off list reference calls may be made via the following statement: “We will reach out to previous employers, colleagues and students with whom you have worked for background references. Off list references are not told that the candidate has waived rights to the information we obtain. A standardized script is not created. The Search Committee determines the questions appropriate for each candidate. Guidelines on what are appropriate questions are followed. The following script is offered as a guide:

“The candidate does not know we are calling you. However we will be taking notes on our conversation, which will be included in the file. We cannot guarantee that these will be permanently shielded from the candidate. “

Notes on the questions asked are recorded. A redacted summary of the content of the responses are recorded and kept in the file.

E. Maintenance and submission of search file

The Department Administrator maintains the files.

XI. By-law adoption and amendments

Department governance procedures are subject to annual review and amendment by faculty vote. A majority vote passes the suggested amendments.