MichiganTech

Office Memo

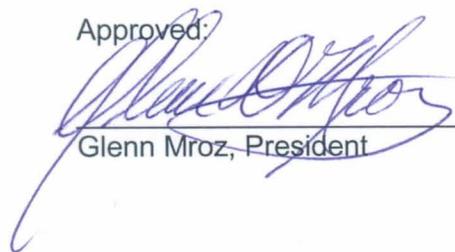**TO:**   Glenn Mroz
President

FROM: Max Seel
Provost and Vice President for Academic Affairs

SUBJECT: Charter – Department of Computer Science

DATE: October 22, 2013

I have reviewed and endorse the attached charter of the Department of Computer Science with the caveat that the department will review the PTR process outlined in their charter to bring it into line with university requirement for a single committee and to consider to bring the process into line with other CSA departments (elected PTR committee instead of ALL tenured faculty)..

Approved:

_____   _____
Glenn Mroz, President   Date

cc: Bruce Seely, Dean
Charles Wallace, Interim, Department Chair
Brian Barkdoll, University Senate President

Atch.: Charter dated April 5, 2012

Department of Computer Science Charter

Michigan Technological University
Department Approval: April 5, 2012

I. Voting, Charter Adoption and Amendments

I.A   Departmental Governance and Voting

The operation and governance of the Department is based on mutual respect among faculty, staff and the Department's administrators. The Department strives to make decisions by consensus and by considering the opinions of all members of the Department. It is the responsibility of the tenured and tenure-track faculty to come to consensus on issues that affect the Department even if unanimous opinions cannot be achieved.

If, after everyone has had an adequate amount of time to voice opinions, the Chair determines that the Department is unable to achieve consensus, Department matters will be put to a vote. The purpose of the vote is for the Chair to determine the sense of the Department in cases where consensus in not achieved. In addition to the Chair, any faculty member may request that a matter be put to a vote.

Voting will be conducted under the following procedures. The set of eligible voters in the Department consists of the following members with appointments of greater than 50% within the Department

1. tenured and tenure-track faculty,
2. lecturers,
3. Professors of Practice

Unless explicitly mentioned elsewhere in the charter, a motion is considered approved by a simple majority of those voting. Votes are conducted via a polling of the eligible voters. Secret ballots may be used at the request of any faculty member.

I.B   Charter Adoption and Amendment

Any eligible voter may propose an amendment to the Charter. Proposed amendments will be circulated to the faculty at least ten days before the meeting at which they will be discussed. There must be at least one full meeting of discussion before a vote may be taken. Charter adoption or amendment requires an affirmative vote of two-thirds of the eligible voters.

I.B.1   Updating Charter to Assure Compliance

The Chair and the Tenure, Promotion and Reappointment Committee will be responsible for reviewing the charter annually in September and proposing amendments to update the charter and ensure compliance with university policies.

I.B.2   Conflict with University Policies

In any event in which these precepts are in conflict with University policies and procedures, the University policies and procedures shall take precedence.

II. Role of the Department Chair

The Chair of the Department has decision making authority that is based on the recognition of the faculty's academic freedom. The Chair's authority rests on the importance of consensus building, communication, consultation, and the opinions and needs of individual faculty members. In the spirit of keeping open communication and respect between the Chair and faculty, when the Chair decides not to follow the consensus of the Department or a Department vote, the Chair must address the reasons for the decision in a Department meeting or in writing to the faculty.

II.A   Responsibilities of the Department Chair

1. Basic Operations
    a. General operation of the department
    b. Chair of department meetings
    c. Control and maintenance of departmental budgets
    d. Evaluation of faculty and staff
    e. Make salary recommendations to the dean
    f. Facilitate faculty and staff development
    g. Maintain records relevant to personnel actions
    h. Make teaching assignments and schedules consistent with faculty preferences and teaching load guidelines
    i. Make committee assignments as appropriate
    j. Fund raising, and alumni and corporate relations
    k. Represent the department on- and off-campus
    l. Maintain accessibility of self to the faculty and staff
2. Future Directions
    a. Prepare long-range planning documents
    b. Manage diversity initiatives
    c. Graduate and undergraduate program development

III. Tenure, Promotion, Appointment and Reappointment

III.A   Tenure, Promotion and Reappointment (TPR) Committee

III.A.1   Committee Responsibilities

The TPR Committee provides recommendations to the department chair concerning:

- The reappointment, tenure, and promotion of individual faculty
- Evaluations of individual faculty and staff, as appropriate.

The Committee also provides recommendations to the Department concerning improvements to the Department's Guidelines and Procedures for Promotion, Tenure, and Reappointment.

III.A.2   Committee Membership

The TPR Committee consists of all tenured faculty at the associate professor level or above with more than a 50% appointment in the Department of Computer Science, excluding the Department Chair and the department's representative on the College promotion and tenure committee. The committee members will elect a committee chair from the committee members.

III.A.3   Committee Governance

As in general departmental governance, the TPR Committee strives to reach consensus on all matters. If, after everyone on the Committee has had an adequate amount of time to voice opinions, the TPR Committee Chair determines that the Committee is unable to achieve consensus, Committee matters will be put to a vote of the Committee members. In addition to the TPR Chair, any Committee member may request that a matter be put to a vote. A motion is considered approved by a simple majority of those voting. Votes are conducted via a polling of the Committee members. Secret ballots may be used at the request of any Committee member. On all decisions, the Committee will report that consensus was achieved, or in case that consensus is not achieved, the result of the vote.

III.B   Tenured and Tenure-Track Faculty Policies

Note: For each list in this section, the relative order of the list items does not imply any order of importance.

III.B.1   Criteria for Appointment or Promotion

This section describes the requirements for a tenure-track candidate within the Department to be promoted to a higher rank, and the requirements for a candidate outside of the Department to be appointed to a particular tenure-track rank.

III.B.1.a. Appointment as Assistant Professor
The rank of Assistant Professor is awarded to candidates who have demonstrated promise of substantial professional development.

The candidate must have accomplished all of the following:

- earned a terminal degree or equivalent (typically a Ph.D.);
- demonstrated capacity to initiate a record of research in computer science (as described in §III.B.2.a);
- demonstrated the potential to be an effective teacher in computer science.

III.B.1.b. Promotion to Associate Professor
The rank of Associate Professor is awarded to candidates who have made significant progress toward achieving national and/or international recognition among his/her peers and who hold promise of continuing development. The candidate must have accomplished all of the following:

- met the requirements for appointment to the rank of Assistant Professor;
- contributed to the development of the discipline of computer science, through research or scholarly activity that demonstrates that the candidate has made significant progress toward becoming nationally or internationally known by his/her professional peers (as described in §III.B.2.a);
- demonstrated effectiveness as a teacher and concern for the academic welfare of students, in both the undergraduate and the graduate programs of the Department (as described in §III.B.2.b);
- served the Department, College, University and/or professional societies (as described in §III.B.2.c).

III.B.1.c. Promotion to Professor

The rank of Professor is awarded to candidates who have achieved national or international recognition for their research by their professional peers. There must be clear evidence that significant contributions to the discipline of computer science have been made. It must also be clear that scholarly work meriting continuing recognition can be expected.

The candidate must have a strong record of leadership in the areas of teaching or service. It must also be clear that increased levels of such leadership can be expected.

The candidate must have met the requirements for promotion to the rank of Associate Professor.

III.B.1.d. Appointment to Associate Professor or Professor

The criteria for promotion to Associate Professor or Professor are based on a candidate's performance while working in the Department. A candidate for appointment to one of these ranks may not have had the opportunity to demonstrate effective teaching and service in the ways that are available to candidates for promotion. Hence, a candidate may be appointed to the rank of Associate Professor or Professor without fulfilling all the criteria for teaching and service in §VIII.B, as long as there are indications that the candidate is likely to meet these criteria eventually.

A candidate may be appointed to the rank of Associate Professor or Professor without tenure. Such a candidate must fulfill all requirements for promotion to the rank within the probationary period.

III.B.1.e. Early tenure

Consideration for early tenure follows the guidelines in the University Faculty Handbook.

III.B.2   Areas for Evaluation

This section identifies particular ways in which a candidate may demonstrate effective research, teaching and service, as required for promotion or appointment.

III.B.2.a. Evaluation of Effective Performance as a Researcher

The following are strong indicators that the candidate is establishing or has established a national or international reputation in research:

- publishing papers in high-quality refereed conference proceedings or professional journals;

- securing external research funding, research patents, or research equipment.

The following may also be significant indicators of high quality research:

- demonstrating a high probability of future funding (for instance, through positive reviews of a funding proposal, even if was ultimately unsuccessful);
- publishing textbooks or research monographs in the profession;
- developing professional software;
- developing externally recognized pedagogy.

Additional items that may supplement the candidate's research record include:

- presenting papers or invited addresses at professional meetings or at other institutions;
- managing a laboratory in research projects;
- serving as advisor or committee member for graduate students;
- receiving fellowships or awards based on research accomplishments.

III.B.2.b. Effective Performance as a Teacher

In the area of teaching performance, there are two specific requirements that the candidate must satisfy:

- The candidate must demonstrate evidence of effective teaching; for instance, through good teaching reviews ($III.B.3.a$) or student evaluations.
- The candidate must teach graduate courses and direct thesis students.

Additional items that may supplement the candidate's teaching record include:

- contributing to curriculum development by introducing or revising courses, curricula, or instructional methods;
- successfully pursuing external funding for instructional activities;
- demonstrating concern for the academic welfare of students, by being accessible to students or effectively supervising student projects;
- developing improved methods or techniques in education;
- publishing textbooks;
- teaching a wide range of courses, in terms of level and topic.

III.B.2.c. Effective Service to the University or Profession

The candidate must have served the University and the profession. Indicators of effective service include:

- advising undergraduate students;
- serving on Departmental, College, or University committees;
- directing or organizing computing laboratories;
- directing or administering Departmental, College, or University programs;
- reviewing research papers, professional conference papers, manuscripts, or grant proposals;

- editing professional journals;
- serving on professional conference organizational committees;
- serving as an officer of professional organizations;
- consulting or providing service for business, industry, government, or education;
- advising student organizations.

III.B.3 Faculty Evaluations

The TPR Committee evaluates tenure-track candidates in each year of their probationary period, using the major and interim review procedures described in this section.

A tenure/promotion review of a tenure-track candidate is performed if it is mandatory or if it is requested by the candidate before the year for mandatory tenure review. A tenure/promotion review supersedes any interim or major review.

A candidate for promotion to Full Professor is evaluated using the tenure/promotion review procedure.

III.B.3.a. Evaluation Procedures

This section describes the procedures for interim reviews, major reviews, and tenure/promotion reviews. For all of these reviews, the TPR Committee provides a written recommendation to the Chair. That recommendation includes space for all committee members to indicate their assent or dissent.

Also described in this section is the teaching review procedure, used in both the major and the tenure/promotion reviews, and the external evaluation procedure, used in the promotion/tenure procedure.

The candidate is given an opportunity to examine and comment on the written components of the teaching, interim, and major reviews before those materials are provided to the Chair. The candidate may also provide a written self-assessment to the TPR Committee and to the Chair.

1. Teaching review procedure

   This procedure is a required part of a major review and a tenure/promotion review. A candidate may request a teaching review at other times.

   The teaching review consists of the following:
   a. a direct observation of the candidate's teaching;
   b. a written review of the curriculum materials for two of the candidate's recently taught courses, preferably one undergraduate course and one graduate course;
   c. A review of the candidate's course evaluations from (up to) the past five years;
   d. A teaching review memorandum summarizing all of the above.

During the fall semester of the year in which a candidate is to have a teaching review, the candidate and the committee decide which semester and on which course the classroom visit (item 1a) is to be based and on which courses the curriculum review (item 1b) is to be based.

The TPR Committee will select a member to visit the class. The candidate may request that the committee make an alternate suggestion.

The committee member who observed the classroom session will write the teaching review memorandum (item 1d). The committee and the candidate will review the memorandum together and both will sign it. The memo will include space for comments by the candidate.

The teaching review memorandum is included with the committee's recommendation to the Chair.

2. Major and interim review procedures

Interim reviews are conducted during the first and following odd-numbered years of service; major reviews are done during even-numbered years of service. To begin a major or interim review, the TPR Committee informs the candidate that a review will be done and gives the candidate an opportunity to bring his/her Departmental file up to date. The TPR Committee then reviews the candidate's Departmental file. In the case of a major review, a teaching review is completed and submitted for the committee's review. The committee evaluates the candidate's record of teaching, research, and service, based on the criteria in §III.B.2, and it recommends for or against reappointment in the coming year.

3. Tenure/promotion review procedure

By the Monday of the third week of the Fall semester, faculty who wish to be considered for promotion and/or tenure must inform the Department Chair. The Department Chair notifies the faculty of this deadline three weeks in advance.

Candidates should ensure that their Departmental file and their tenure/promotion application file are current and meet all College and University requirements. Candidates are encouraged to seek advice from the TPR Committee and the Chair about how to assemble the materials of their academic record.

All of the elements of a major review are required in this review procedure. In addition, external letters of recommendation are required, as described in the next bulleted item.

The TPR Committee reviews the candidate's Departmental file, tenure/promotion application file, teaching review memo, and the external letters of recommendation. The committee evaluates the candidate's record of research, teaching and service, based on the criteria in §III.B.2. The committee recommends for or against promotion and/or tenure, as

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applicable. If the candidate is a tenure-track faculty member, the committee recommends for or against reappointment in the coming year.

4. External evaluation procedure

   This procedure is a required part of a tenure/promotion review. External evaluations are an important part of the tenure/promotion review procedure. These evaluations are confidential personnel communications and are available only to those who are directly involved for the review process. Candidates for promotion and/or tenure may not have access to external evaluations.
   a. Identification of external reviewers.
      The candidate supplies a list of six reviewers, with a biography for each reviewer stating any professional or personal relationship to the candidate. Dissertation advisers may not be reviewers.
      A list of six additional reviewers is jointly selected by the TPR Committee and the Chair.
      Each request for an external reviewer is to be made early enough that a replacement can be found if the reviewer is unable to complete a review.
   b. Solicitation of external reviewers

      The Chair will solicit letters from external reviewers using the standard letter developed by the Provost's office.

      The candidate may see a generic form of the Chair's letter, with all personal information removed.

      Included with the Chair's letter are a curriculum vitae and a small number of representative publications, both supplied by the candidate.

      The letters are to be sent early enough that the reviewers will have ample time to complete their reviews.

III.B.3.b. Evaluation followup
Each year, the TPR committee meets with each non-tenured candidate. The purpose of this meeting is to go over the TPR committee's evaluation of the candidate for that year and answer questions the candidate may have about the evaluation or the process.

III.C   Non-Tenure-Track Faculty Policies

III.C.1   Criteria for Appointment, Reappointment and Promotion

This section describes the requirements for a non-tenure-track candidate within the Department to be promoted to a higher rank, and the requirements for a candidate outside of the Department to

be appointed to a particular non-tenure-track rank. It also describes reappointment and evaluation for non-tenure-track faculty.

III.C.1.a. Appointment as Lecturer

The title of Lecturer is awarded to candidates who have demonstrated promise of effective teaching and service.

The candidate must have accomplished all of the following:

- earned a Master's degree or equivalent.
- demonstrated the potential to be an effective teacher in computer science.

III.C.1.b. Promotion to Senior Lecturer

The title of Senior Lecturer is awarded to Lecturers who have demonstrated sustained excellence within the University in their teaching and service activities.

III.C.1.c. Promotion to Principal Lecturer

The title of Principal Lecturer is awarded to Senior Lecturers who, through their educational activities, have made substantial contributions to the University's mission or have gained national or international recognition.

III.C.1.d. Appointment to Senior or Principal Lecturer

The criteria for promotion to Senior or Principal Lecturer are based on a candidate's performance while working in the Department. A candidate for appointment to one of these ranks may not have had the opportunity to demonstrate effective teaching and service in the ways that are available to candidates for promotion. Hence, a candidate may be appointed to the rank of Senior or Principal Lecturer without fulfilling all the criteria for teaching and service, as long as there are indications that the candidate is likely to meet these criteria eventually.

III.C.1.e. Appointment to Professor of Practice

The title of Professor of Practice is awarded to candidates with a successful professional record in a computing discipline and evidence of effective teaching in computing.

The candidate must have accomplished all of the following:

- earned a Bachelor's degree or equivalent;
- demonstrated effective teaching in computing topics;
- practiced computer science in a professional capacity, with a significant degree of demonstrable success.

Evidence of effective teaching may come from instruction in an academic setting, but it may also come from other professional education, training or mentoring activities.

III.C.1.f. Reappointment and Evaluation

Lecturers are appointed for two-year rolling terms; that is, they receive a two-year contract at the end of each year unless they are informed that their appointment is terminated. Effectively, this

means that a Lecturer whose appointment is terminated is notified of this decision one year before their contract ends.

Each Lecturer is evaluated by the TPR Committee each year. The evaluations follow the major and interim review procedures described in §III.B.3.a, with the following exception: only teaching and service are reviewed, following the areas for evaluation in §III.C.2. Based on the results of each review, the Committee recommends either reappointment or termination.

Senior Lecturers, Principal Lecturers, and Professors of Practice have continuing appointments. Notice of termination must be given at least one year in advance of the appointment's expiration.

A Senior Lecturer, Principal Lecturer, or Professor of Practice may be evaluated for a given year on his/her request, or upon request of the Chair or the TPR committee.

A Lecturer or Senior Lecturer may request promotion at any point. The TPR Committee will prepare a recommendation to the Chair detailing the accomplishments of the candidate for promotion in the areas detailed in §III.C.2 with a recommendation for/against promotion. The Chair will perform his/her evaluation considering the same areas and the recommendation of the TPR Committee.

III.C.2   Areas for Evaluation

The key requirement for all Lecturer positions and the Professor of Practice position is effective teaching. The following factors are also considered in evaluating a candidate; some of these factors may be explicitly characterized as key requirements in the candidate's contract.

- developing new teaching materials, methods, courses, or course segments;
- administering computer systems or computing laboratories;
- advising undergraduate students;
- supervising personnel;
- conducting research;
- representing the Department within the University;
- serving on committees;
- participating in professional societies.

IV. Role of Professional Staff and Non-Tenure-Track Faculty

The professional staff in the Department provide an advisory role in the Department decision-making process and do not vote. Non-tenure-track faculty have voting rights regarding charter amendment or adoption, and general academic issues and strategic planning. However, non-tenure-track faculty do not have a role in decisions regarding tenure, promotion, appointment and reappointment.

V. Sabbatical Leave Recommendations

The Chair will solicit the advice of the faculty before making a recommendation for a sabbatical leave. The process for making a sabbatical leave recommendation will follow university procedures.

VI. Awarding Emeritus/Emerita Status

Professor Emeritus/Emerita status may be awarded to retired faculty members who have served the Department or University with distinction for at least ten years of full-time employment. Upon retirement, eligible faculty members may request to the Chair that they be considered for Emeritus/Emerita status by the department faculty. Or, the faculty may nominate a retiree for Emeritus/Emerita status. A recommendation is made for awarding or not awarding the rank by the faculty considering the entire record of the retiree. If a recommendation for awarding Emeritus/Emerita status is made, the Chair will forward a recommendation memo to the Dean in accordance with university policy. Independent of their previous positions, all emeriti/emeritae shall have the same rank, Professor Emeritus/Emerita, except that a retired faculty member may elect to retain the title at which he/she retired.

VII. Departmental Grievances

VII.A Definition of Grievance

"A grievance shall be defined as a complaint alleging a misinterpretation, incorrect application, or violation of a policy, procedure, or practice of the University, not pursued by the faculty member in some other forum." (From Proposal 13-95 of the Senate of Michigan Technological University)

VII.B Filing a Grievance

A grievance must be filed in writing with the Department Chair. The grievance notification must state the nature of the grievance, the name of the faculty member filing the grievance (the grievant), the date or dates the grievance occurred, and the relief requested by the grievant.

VII.C Grievance Committee

A Departmental grievance committee will be created when a grievance is filed. A grievance committee will consist of three tenured or tenure-track faculty who are not involved in the grievance. Together, the Department Chair and the grievant will select three tenure or tenure-track faculty to serve on the grievance committee. The committee will also include an ex officio, non-voting member from Human Resources.

None of those selected for the grievance committee can be involved in the issues of the grievance. If someone is selected who is involved in the grievance, that person must be excused from serving on the grievance committee and another random selection made. If the Department Chair and the

grievant do not agree on the appropriateness of a randomly selected faculty member, then an additional random selection is made.

It is possible that a grievance may be filed by more than one person or that no random selection is appropriate. This might make it difficult to find three faculty members in the Department who are not involved in the grievance. In this case, the University Ombudsperson will select tenure or tenure-track faculty from another department. The Department Chair and the grievant must also agree to this selection.

VII.D Grievance Report

A Departmental grievance committee will prepare a written final report of its deliberations within 30 work days of the filing of the grievance. This report will state the nature of the grievance, name the faculty member who filed the grievance, list the members of the grievance committee, indicate the date or dates of the incident(s) leading to the grievance, identify the relief requested by the grievant, and include the committee's decision. This final report will be given to the grievant, the Department Chair, and, in case the committee disagrees with the Chair, the University Faculty Review Committee.

VIII. Other Policies and Practices

The purpose of this section is to provide additional guidelines for the organization, operation, and governance of the Department of Computer Science.

VIII.A Meetings

A regular meeting time, available for all faculty members, shall be found each term for Departmental meetings. Emergency meetings may be called when a decision is needed before a regularly scheduled meeting. Faculty should be informed of the nature of the emergency as soon as possible.

Faculty should be informed of the meeting agenda and other information as soon as possible and in a timely manner. For most agenda items, one week before a regularly scheduled meeting is sufficient.

Minutes of Departmental meetings will be taken, distributed to faculty, and maintained in a Departmental file. Minutes will be approved at Departmental meetings.

VIII.B Additional Department Committees

The Department has standing committees and ad hoc committees. The standing committees are the Tenure, Promotion and Reappointment (TPR) Committee (which is discussed in the Charter); the Graduate Committee; and the Undergraduate Committee. The TPR Committee is presented in the Charter.

VIII.B.1 Graduate Committee

VIII.B.1.a. Committee Responsibilities

The Graduate Committee makes recommendations to the faculty on matters involving graduate recruiting, admission, advising, courses, instruction, and degree programs. The Committee recommends applicants to be admitted to the M.S. degree program, recommends applicants to be offered financial assistance, and in consultation with the Department Chair, determines the academic standing of students whose performance is unsatisfactory. This committee also recommends to the Faculty the recipients of all honors and awards bestowed upon graduate students by the Department, College, or University.

VIII.B.1.b. Committee Membership

The Graduate Committee consists of at least three faculty appointed by the Department Chair. The Chair of this committee is the Director of Graduate Studies.

VIII.B.2 Undergraduate Committee

VIII.B.2.a. Committee Responsibilities

The Undergraduate Committee makes recommendations to the faculty on matters involving undergraduate recruiting, admission, advising, courses, instruction, and degree programs. This committee also recommends to the faculty the recipients of all honors and awards bestowed upon undergraduate students by the Department, College, or University.

VIII.B.2.b. Committee Membership

The Undergraduate Committee consists of at least three faculty appointed by the Department Chair. The Chair of this committee is the Director of Undergraduate Studies.

VIII.B.3 Chair Evaluation Committee

VIII.B.3.a. Committee Responsibilities

This Chair Evaluation Committee has primary responsibility for administering the process of the review of department chair following University Senate guidelines

VIII.B.3.b. Committee Membership

The Chair Evaluation Committee consists of three members of the department's voting constituency, excluding the department chair. The committee will elect its chair from the committee's membership. The appointments should be made in a manner to ensure the Chair Evaluation Committee is representative of the faculty.

VIII.B.1 Graduate Committee

VIII.B.1.a. Committee Responsibilities
The Graduate Committee makes recommendations to the faculty on matters involving graduate recruiting, admission, advising, courses, instruction, and degree programs. The Committee recommends applicants to be admitted to the M.S. degree program, recommends applicants to be offered financial assistance, and in consultation with the Department Chair, determines the academic standing of students whose performance is unsatisfactory. This committee also recommends to the Faculty the recipients of all honors and awards bestowed upon graduate students by the Department, College, or University.

VIII.B.1.b. Committee Membership
The Graduate Committee consists of at least three faculty appointed by the Department Chair. The Chair of this committee is the Director of Graduate Studies.

VIII.B.2 Undergraduate Committee

VIII.B.2.a. Committee Responsibilities
The Undergraduate Committee makes recommendations to the faculty on matters involving undergraduate recruiting, admission, advising, courses, instruction, and degree programs. This committee also recommends to the faculty the recipients of all honors and awards bestowed upon undergraduate students by the Department, College, or University.

VIII.B.2.b. Committee Membership
The Undergraduate Committee consists of at least three faculty appointed by the Department Chair. The Chair of this committee is the Director of Undergraduate Studies.

VIII.B.3 Chair Evaluation Committee

VIII.B.3.a. Committee Responsibilities
This Chair Evaluation Committee has primary responsibility for administering the process of the review of department chair following University Senate guidelines

VIII.B.3.b. Committee Membership
The Chair Evaluation Committee consists of three members of the department's voting constituency, excluding the department chair. The committee will elect its chair from the committee's membership. The appointments should be made in a manner to ensure the Chair Evaluation Committee is representative of the faculty.