

An important aspect of shared governance is the effective participation of university constituents in the recruitment and selection of the University's leaders. This document provides guidance on how members of the campus community fulfill this voluntary obligation through representative service on search committees for University-level administrators, the proposed roles and compositions of such committees, and proposed process for the appointment of University-level administrators. For purposes of this document, University-level administrators refers to the Provost, Senior Vice Presidents, Vice-Presidents, and Deans. Please note that all hiring decisions shall comply with all applicable laws and University policies and procedures. The position of President is governed by the Board of Trustees and not subject to this document.

- I. **SCOPE OF AUTHORITY:** Consistent with the By-laws of WesternU, the President or their duly appointed designee is considered the Appointing Officer for all University-level Administrators. No other person or body is authorized to appoint University-level Administrators, nor to modify or revise the provisions of any appointment or offer of appointment. For the appointments of Deans, the President designates the Provost as the Appointing Officer. The President reserves the right to amend, modify, or rescind this document with or without prior notice.
- II. **NOTIFICATION OF INTENT TO RESIGN:** The Appointing Officer will implement a search process consistent with this document upon written notification from a University-level administrator of their intent to resign from their role. Depending upon the scope of the notice and potential implications, the Appointing Officer may appoint an acting or interim appointee (*See* Institutional Guidelines: Acting or Interim Appointments of University-level Administrators). Normally, the outgoing University-level Administrator will work with the Appointing Officer to appropriately identify a transition plan and timeline for their departure.
- III. **APPOINTMENT OF A SEARCH COMMITTEE + CHAIR:** The Appointing Officer is responsible for the appointment of the Search Committee, including the selection of the Chair. For Dean appointments, the Chair of the Committee will be selected from the members of the Deans Council. The University will endeavor to conduct national searches to the extent practicable. The Appointing Officer reserves the right to determine whether an external recruiting firm will be utilized to assist with the facilitation of the Search and the sourcing of qualified candidates. Typically, when an external recruiting firm is utilized, they will provide advice and support to the Search Committee Chair and Search Committee in accordance with all WesternU's recruitment and hiring processes, policies/procedures and guidelines. The Chair can be a voting or nonvoting member, depending on the makeup of the committee. The voting status of the Chair should be determined and documented prior to the initial interviews.
- IV. **COMPOSITION OF SEARCH COMMITTEES:** The basic composition and size of a search committee will vary according to the nature of the position and shall be determined by the Appointing Officer in consultation with the Search Committee Chair. The Appointing Officer will also determine whether a Facilitator should be appointed and if so, will appoint that individual. The Facilitator is not required to be selected from the current membership of the Search Committee. The Facilitator is typically non-voting and assists in the advancement and coordination of the search process. A close and ongoing consultative relationship between the Search Committee and the Facilitator shall be maintained. Enclosed as **Appendix A**, please find normal compositions of Search Committee members for searches subject to these guidelines.

- V. **CRITERION FOR APPOINTMENT AS UNIVERSITY-LEVEL ADMINISTRATOR:** The basic criterion for any University-level administrative position is capability and suitability for the position. For purposes of this policy, capability requires the demonstration that the candidate possesses (a) the knowledge, skills, and experience required for the position and (b) the skills necessary to perform the essential functions of the position. For purposes of this policy, suitability requires the demonstration that the candidate's individual values and persona aligns with the university culture and values and that the candidate possesses the skills essential for being a productive, cooperative, effective, and collegial member of the university community .
- VI. **COMMITMENT TO DIVERSITY, EQUITY, INCLUSION AND ANTI-RACISM:** WesternU is committed to continuous efforts towards ensuring equal opportunity for all. All employees who commit to serving on search committees must engage in deep reflection about their role in creating a more diverse, equitable and inclusive workforce. By building a faculty and staff that looks like the students and communities we serve and committing fully to putting diversity, equity, and inclusion and anti-racism at the heart of our work, together we can take a giant leap toward being an institution that is welcoming for all of our students and employees.
- VII. **ROLES AND RESPONSIBILITIES:** In addition to the commitment to full confidentiality and a commitment to the integrity of the entire search process, the specific roles, and responsibilities for all employees in the recruitment and hiring process, including the Search Committee Chair and Search Committee members, is outlined **Appendix B**. The Appointing Officer shall convene the first session of the search committee to outline the characteristics and responsibilities of the position, identify the required and preferred qualifications of candidates, and establish a deadline for the search committee to forward recommendations. No member of a search committee may apply for the position under consideration without first resigning from the search committee. If the Appointing Officer does not appoint a Chair, the search committee shall elect a chair or co-chair from its membership. **All members of Search Committees will be provided with a copy of these guidelines and will be required to sign an acknowledgment confirming that they have read, understand, and will comply with these guidelines, as included in Appendix C.**
- VIII. **CONFIDENTIALITY AND COMMITMENT TO THE INTEGRITY OF THE SEARCH PROCESS:** Confidentiality is expected throughout and even after the recruitment and hiring process. All employees involved in the search process, from recruitment, through screening and selection and subsequently, directly, or indirectly, must refrain from discussing committee proceedings outside of committee meetings and from sharing applicant information with anyone other than fellow committee members during scheduled committee meetings and deliberations. Confidentiality should also be maintained once a recruitment process has been completed. Committee members revealing confidential information about a past or ongoing recruitment may lose their ability to serve on future search committees. In addition, unauthorized disclosures may cause a particular recruitment to be halted and possibly end and/or deemed a failed search. **All members of Search Committees will be required to sign a confidentiality statement confirming that they have read, understand, and will comply with the University's confidentiality guidelines, as included in Appendix C.** The proper handling of confidential material and information is of utmost

importance in safeguarding the rights of applicants who are entitled to confidentiality. Thus, the following guidelines apply to the recruitment and hiring process:

- All application materials for employment are to be considered confidential material. Authorized access to and use of application materials is restricted to Search Committee members and certain college administrators (under the direction of, and with the permission of, the Chair of the Search Committee) and Human Resources staff involved with the recruitment.
- Committee members shall not reveal interview questions or screening tools or any other information to anyone outside of the Search Committee.
- Committee members shall not reveal the names of the persons who have applied for employment or reveal any applicant's ratings or rankings or whether candidates have been invited for interviews or are finalists.
- All information about deliberations throughout the process is to be kept confidential.
- Any application materials printed by any member of the Search Committee must be given the same protection to ensure confidentiality that was given to the electronic application materials. All application materials printed by members of the committee must be shredded (or given to the Search Committee Chair or HR Rep. for shredding) at the conclusion of the process.

Any information not provided to **all** Search Committee members through the candidates' application packets or interviews is not to be shared or discussed during any phase of the recruitment and hiring process. This includes prior knowledge of a candidate, information discovered on a website, or otherwise. Sharing of this type of information is strictly prohibited during the search process. Search Committee members shall not gather information about candidates. If a committee member has information about a candidate and feels that the information is relevant and needs to be shared, that committee member must consult with the Search Committee Chair, the HR Rep., the Facilitator or the Appointing Officer.

Any unauthorized disclosure of information about the recruitment and hiring process outside of the committee meetings is strictly prohibited. Awareness of any unauthorized disclosure should be immediately reported to the Search Committee Chair, the HR Rep., the Chief Human Resources Officer, or the Appointing Officer as appropriate. Employees not involved in a particular recruitment must refrain from asking Search Committee members for information about candidates or the status of particular recruitment and hiring processes.

Preserving the integrity and objectivity of the search process is paramount. Consequently, if a Search Committee Member is approached by an employee not involved in the recruitment or search process and questioned about the status and/or sensitive details surrounding the search, the Search Committee member should direct the individual to the Office of Human Resources for any appropriate updates on the search and also report this interaction to the Office of Human Resources. Employees who are not serving on a search committee but appear to be inappropriately interfering with a search process, which may include but not limited to actions which can be described as the inappropriate seeking of sensitive information about candidates,

search status, or search proceedings of a recruitment and hiring process or attempting to sway, coerce or otherwise persuade Search Committee Members related to a search, may lose their ability to serve on future Search Committees and/or may be subject to administrative action up to including dismissal.

Confidentiality must be maintained throughout the recruitment and hiring process. Any breach of confidentiality will result in the removal of the committee member, and may result in discipline, up to and including dismissal. Further, a breach of confidentiality may result in the suspension of the recruitment process for a particular position.

There are limited circumstances under which disclosure of confidential information is authorized, one example being providing information to a WesternU-hired investigator. Authorized disclosures would be discussed beforehand with the Search Committee Chair, the Chief Human Resources Officer or the Appointing Officer. No discussions regarding the selection process shall take place outside of scheduled Search Committee meetings attended by all members of the Search Committee. Any unauthorized disclosure of confidential information by any search committee member may result in suspension from serving on any search committees in the future.

Committee members should not give permission for applicants to use them as professional references. Committee members should not engage in discussions with applicants or potential applicants regarding any aspect of the recruitment and hiring process for the position. If applicants approach committee members with questions, they should be referred to the Office of Human Resources and/or the Search Committee Chair. All persons with roles and responsibilities in the recruitment, screening, and selection process, from the beginning of the process through approval and hiring of the recommended candidate, and afterwards, are responsible for maintaining the highest level of professional ethics, integrity, and confidentiality.

- IX. **CONFLICT OF INTERESTS:** All Selection Committee members must be able to evaluate each applicant fairly and objectively. A conflict of interest occurs when a search committee member has, or appears to have, a familial, personal, commercial, and/or financial relationship with a candidate which may compromise, or appear to compromise, a fair and equitable recruitment and selection process and outcome. A conflict of interest exists whenever a search committee member's interests or activities have the potential (or perceived potential) to compromise a committee member's judgment, bias the direction of a search, influence decision-making and/or behavior, and affect gain and advancement.

Committee members and others involved in the recruitment and hiring process must disclose any relationships to applicants that could compromise their ability to be objective and present as an actual or perceived conflict of interest, such as:

- Disclosures must be made if any of the involved committee members share a familial relationship with a candidate whether through blood, marriage, adoption, or otherwise or if a committee member had an intimate relationship with a candidate such as being a current or former significant other, sexual, or romantic partner. For purposes of this policy, familial relationship includes

relationships between a committee member or applicant such as: mother, father, son, daughter, grandmother, grandfather, grandchild, brother, sister, cousin, current or former spouse, in-laws, and step-relations of the employee or of the spouse of the committee member; any person for whom the committee member has been designated as legal guardian; or any person who has ever lived in the immediate household of the committee member.

- Disclosures must be made if any of the committee members (or their immediate relatives) share a financial, commercial, or professional interest with any candidate, such as but not limited to, current or former business partners, landlord-tenant relationship, co-owners of real property, patents or other business interests.
- Disclosures must be made if any of the committee members share an officially recognized mentor-mentee relationship, having served as a former graduate or post doc advisor to the other.
- Disclosures must be made if any of the committee members share a close or personal friendship with any of the candidates.

Committee members who possess a conflict of interest related to a candidate will be unable to serve on a committee. Further, Committee members must refrain from being a reference for or lobbying on behalf of any candidate. During a recruitment and hiring process, no Committee members shall provide tours or additional information about the opening, including specific information about the application and interview process that is not afforded to all candidates. Knowledge that a candidate or candidates have been afforded additional information may cause that candidate or candidates to be disqualified and/or cause an entire recruitment process to be halted and/or cancelled.

- X. **FINALISTS:** The Search Committee shall seek full consensus of its members on the recommendation of the final slate of candidates to the Appointing Officer. However, any name submitted on the final slate must receive at least a majority vote (e.g. 50% +1) of approval from the Search Committee. Whenever possible, a minimum of three *unranked* nominees shall be recommended to the Appointing Officer by the Search Committee. The finalists sent forward for final interviews should be persons the Search Committee feels will be successful in the position. In the event a Search Committee cannot agree upon three candidates to forward for final interviews, or the scoring or other process used to identify the final candidates, does not clearly identify the minimum number of nominees, the Chair of the Search Committee should consult with the Appointing Officer to explain the reasons why the committee is unable to present a list of three finalists. The Appointing Officer can decide on whether to accept less than three finalists, in consultation with the Chair of the Search Committee and the Chief Human Resources Officer. The Appointing Officer and/or the Chief Human Resources officer can deem the search failed or assign another dispensation.

The Appointing Officer retains the right to appoint the best-qualified candidate. For academic administrative appointments that also include faculty appointments, the President or Provost shall consult with the Dean of the college in which the faculty appointment may occur. Normally, such consultation will occur after the search committee makes its recommendations. University policies on faculty appointments shall be followed. If no qualified and acceptable candidate is

identified, in consultation with Human Resources, the search may be canceled or extended. All University-level appointments serve at the pleasure of the President or Provost, as appropriate. The President has the final decision-making authority and can either select from the finalists as recommended or reject any or all of the finalists.

- XI. **RECORDS:** At the conclusion of a search, all search records, including the notes of search committee members, shall be collected, organized, and retained by the hiring department for retention for two (2) years. These records may be discoverable in case of litigation. As it is throughout the search process, after the search is concluded, all records, deliberations, and consultations shall remain confidential.

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APPENDIX A: Search Committee Compositions

PROVOST: A Search Committee for the Provost normally consists of the following members, in addition to the appointed Search Committee Chair. Every attempt will be made to include all branches of governance:

- Two (2) members from the Dean Council, to be appointed by the Appointing Officer.
- Two (2) members of the WesternU Staff Council, to be appointed in consultation with the WSC Staff Council leadership.
- Two (2) members of the Academic Senate.
- Two (2) members of the University Executive Operations Council.
- One (1) student to be appointed by the Appointing Officer (optional).
- One (1) Human Resources staff member (non-voting).

The Appointing Officer has the right to modify the membership and composition of the search committee at any time.

SENIOR VICE PRESIDENTS OR VICE PRESIDENTS: a Search Committee for a Senior Vice President or Vice President position normally consists of the following members, in addition to the appointed Search Committee Chair. Every attempt will be made to include all branches of governance:

- Two (2) members from the Dean Council, to be appointed by the Appointing Officer.
- Two (2) members of the WesternU Staff Council, to be appointed in consultation with the WSC Staff Council leadership.
- Two (2) members of the Academic Senate, to be appointed in consultation with the Academic Senate leadership.
- Two (2) members of the University Executive Operations Council, to be appointed by the Appointing Officer.
- One (1) student to be appointed by the Appointing Officer (optional).
- One (1) Human Resources staff member (non-voting).

The Appointing Officer has the right to modify the membership and composition of the search committee at any time.

DEAN: A Search Committee for a Dean normally consists of the following members, in addition to the appointed Search Committee Chair. Every attempt will be made to include all branches of governance:

- One (1) member from the Dean Council, to be appointed by the Appointing Officer (this is in addition to the Dean who is the Chair of the Committee).
- Three (3) members of faculty from the College.
- One (1) member of the faculty-at-large.
- One (1) member of the Academic Senate.
- Two (2) members of the WesternU Staff Council, to be appointed in consultation with the WSC Staff Council leadership.
- One (1) member of the University Executive Operations Council.
- One (1) student to be appointed by the Appointing Officer (optional).
- One (1) Human Resources staff member (non-voting).

The Appointing Officer has the right to modify the membership and composition of the search committee at any time.

APPENDIX B: Roles and Responsibilities

The sections below are intended to provide general guidelines for the responsibilities of the Search Committee Chair and the Search Committee members. Roles and responsibilities may vary depending on a number of factors, including, but not limited to, the urgency to fill a position, the availability of employees to serve on a search committee, and the type and level of the position.

RESPONSIBILITIES OF THE SEARCH COMMITTEE CHAIR: The Committee Chair is responsible for facilitating all phases of the recruitment process in consultation with the Appointing Officer, the Chief Human Resources Officer or designee, and/or the Search Firm representative (if the Search is facilitated by an outside search firm). The Chair may participate as a Search Committee member. If necessary, the Chair can be voting or non-voting, depending on the ultimate number of people on the Search Committee. The Chair should decide about voting/non-voting status at the beginning of the process. The following are examples of the duties and functions of the Chair, both generally as well as specific to the different stages of the recruitment and hiring process:

Generally:

- Attend, lead and actively participate in all meetings of the Search Committee, including keeping track of all notes and scores.
- Survey the committee for characteristics required of the ideal person in the position. Taking notes on the characteristics.
- When applicable, develop a leadership profile for recruitment using the characteristics and job description. The job description is drafted by the Hiring Manager in consultation with the Office of the Human Resources and will not be subject to material edits/changes by the Search Committee.
- Survey the committee for locations for advertisement.
- Establish a timeline for recruitment, reviewing candidate materials, interviews, and deliberation.
- Develop an advertisement for recruitment and posting the advertisement with sufficient time to allow a broad array of candidates to apply.
- Work with HR to post the posting internally with sufficient time to allow a broad array of candidates to apply.
- Design interview questions based on job description and desired characteristics.
- Participate in the deliberations of the committee and reveal scores as necessary.
- Help establish and maintain the timeline for all phases of the recruitment and hiring processes.
- Ensure adherence to all policies and procedures regarding the recruitment and hiring process.
- Ensure that all committee members participate in and contribute to discussions and deliberations and ensure confidentiality throughout the process.
- Act as the primary spokesperson for the Search Committee.
- Ensure the timely completion and submission of all required forms and documentation.

For the initial interviews:

- Convene the Search Committee for all meetings and ensure that all search committee members are in attendance. Formally remove any Search Committee member who is unable to attend *all* initial interviews. Depending on the stage of the Search process, that member may not be replaced. No replacement member will be allowed to participate if they have not attended all initial interviews.
- With the Search Committee members, decide how the interview questions will be divided among

the members, with each member having a role.

- Appoint a timekeeper to ensure that the interview process provides sufficient time for candidates to respond to all questions appropriately, and to enable the candidates to ask questions and/or provide any additional information.
- Create a professional atmosphere.
- For in-person interviews, escort each candidate to the interview room, or delegate this task to another committee member.
- Facilitate introductions to the committee members and ask committee members to provide their full names and job titles.
- Be an equal participant and active listener.
- Serve as a voting member if determined at the point the committee is formed.

At the end of each interview:

- Ensure that committee members complete their notes and scoring after each interview, if feasible. If time does not permit this, ensure that they are completed soon after each interview.
- Note the strengths and weaknesses of the candidates, as reported by each committee member.
- Check in with and allow sufficient time for committee members to prepare for subsequent interviews.

At the conclusion of the initial interviews:

- Coordinate the recording of each committee member's candidate scoring summaries.
- Facilitate the ranked ordering of the interviewed candidates and participate in any subsequent discussion regarding candidate strengths and weaknesses.
- Together with committee members, determine the top tier of candidates to send forward as unranked for final interviews.
- Complete and submit the slate of candidates recommended for final interviews.
- Initiate a dialogue with the Search Committee regarding the effectiveness of the process and provide feedback to the Appointing Officer and/or the Chief Human Resources Officer.

At the final interviews and at the conclusion of the hiring process:

- Represent the committee and its views.
- Evaluate the effectiveness of the search process with the Appointing Officer and/or the Chief Human Resources Officer.

RESPONSIBILITIES OF THE SEARCH COMMITTEE MEMBERS: Search Committee members are appointed and must be able to participate fully in all phases of the recruitment process. All members must adhere and commit to the confidential nature of the recruitment and hiring process, and sign and abide by the General Guidelines and Acknowledgment for Candidate Selection Committee and Confidentiality Commitment Agreement and have attended any university sponsored EEO training. All members must attend all scheduled meetings throughout the search process. If a committee member is unable to complete any part of the process, *that person must withdraw from the committee.* Requests for exceptions to these provisions must be discussed with and approved by the Chair and the Chief Human Resources Officer. Committee members who violate the integrity and/or confidentiality of the hiring process will lose their ability to participate in a recruitment and hiring process for up to two academic years and then obtain explicit approval from the Chief Human Resources Officer. **The following are examples of the charge, duties and functions of the Search Committee members:**

1. Considering the scope of the position, develop and implement a recruitment strategy that will ensure the identification, screening, interview, and recommendation of qualified candidates for the position.
2. Work with the Chair of the Search committee appropriately execute all responsibilities as a Search Committee member.
3. Inform the campus community of the vacancy and application deadline dates and invite applications and nominations.
4. Evaluating all candidates using the same criteria and giving each candidate equal consideration and treatment throughout the search process;
5. Complying with all applicable laws or University policies or procedures, including without limitation those related to hiring, non-discrimination, and maintaining strict confidentiality; and
6. Protect the confidentiality of all records, deliberations, and consultations related to the search confidential, unless otherwise required by this policy or law. It is not a violation of the confidentiality to report any problems related to the conduct of the search to human resources.
7. Review the Job Description and Job Announcement documents for the position and fully understand the requirements for the position.
8. Protect the integrity and credibility of the entire recruitment and hiring process by abiding to all rules and regulations.
9. Maintain confidentiality during and after the entire recruitment and hiring process, including any and all discussion of the process and candidates or potential candidates with other committee members outside of official meetings of the Search Committee.
10. Assist in the development of the screening device and any tests or topics of presentations, and how the screening device will be used and commit to use this standard rating system to rate all candidates.
11. Assist in the development of interview questions that will draw out information which exemplify the characteristics of the ideal candidate.
12. Complete thorough and objective reviews of all application materials, spending sufficient time evaluating each applicant, and minimizing distractions while reviewing applications and supplemental materials.
13. Review and score each application and all materials submitted prior to the candidate selection meeting.
14. Help determine the number of applicants to interview and the length of the interview times.
15. Attend and participate in every initial interview.
16. Focus on all applicants as individuals and evaluate all application packages fairly and consistently.
17. Help prevent all biases that emerge by writing notes about applicants, documenting their ratings and basis of assessments of applicants, and completing all scoring before debriefing with other committee members.
18. Use inclusion rather than exclusion strategies when deciding which candidates to move forward in the process.
19. If contacted by a candidate, refer the candidate to the Chair or Human Resources.
20. Be willing and able to defend every decision in the process based on evidence in the application materials and the criteria for the position.

21. Commit to being an engaged participant and an active listener during all meetings and interviews.
22. For Dean positions, the Appointing Officer and/or the Search Committee Chair may receive input from the college faculty and other stakeholders about the minimum accreditation requirements and any applicable accreditation guidelines for the specialty being hired.

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APPENDIX C: INSTITUTIONAL GUIDELINES AND CONFIDENTIALITY ACKNOWLEDGMENT FOR SEARCH COMMITTEE MEMBERS

As an employee of Western University of Health Sciences, I have been selected to participate on a Search Committee for the recruitment of the _____ (“Search”).

I acknowledge that I have been provided a copy of the Institutional Guidelines: Appointments of University-level Administrators (“Guidelines”) including the Appendices. I acknowledge that I have reviewed and I understand the Guidelines, inclusive of the Appendices, which include but are not limited to the following:

1. I accept my responsibility, shared by my fellow Search Committee members, to protect the integrity of the institution and the process, as well as the privacy of all applicants, prospects and candidates for this Search.
2. I have read and I understand the roles and responsibilities expected of me as a member of the Search Committee.
3. I acknowledge that only the Chair of the Search Committee is authorized to speak to the news media on behalf of the committee.
4. I certify that I am not a candidate for this Search.
5. I agree to disclose promptly to the Search Committee Chair any appearance of a real or potential conflict of interest in a relationship between myself and an applicant, prospect or candidate, as defined by WesternU’s Conflict of Interest Policy and/or the Guidelines.
6. I acknowledge and agree to maintain and preserve the confidentiality of this Search. I recognize that, due to the sensitive nature of the screening and interviewing process, it is incumbent upon all committee members, and those associated with these processes, to maintain the highest degree of confidentiality throughout and following participation in any recruitment and hiring process.
7. I shall maintain the confidentiality of all such records received during and following my periods of appointment to the Group. Because this information is solely available to me as a result of this Search, I will not discuss, use, forward, print, copy, photograph, record, remove, alter, or otherwise disseminate any Confidential Information, in any forum or manner, that is given, shown, or available to me, or which otherwise comes to my attention, for purposes outside the legitimate scope of my participation in the Search.
8. I acknowledge and understand that I will acquire access to a wide range of important and confidential information developed and received about applicants, prospects, candidates, and their current employing institutions. Recognizing that the treatment of such information gives rise to serious and potentially negative implications for all applicants, prospects and

candidates, their current institutions, and Western’s credibility, I pledge my commitment to the following principles:

- a. I will respect the absolute confidentiality of all individual applicants, prospects and candidates. I will not reveal the identity of or any other information about applicants, prospects and candidates before or after the Search Committee completes its work.
 - b. I will be fair, accurate, honest, and responsible in my management of information germane to the search.
 - c. I will guard against inaccuracies, carelessness, explicit or implicit bias, and distortion made by either emphasis or omission of information. I understand that explicit biases are those prejudices that we are aware or conscious of, even if we do not wish to admit them and implicit biases operate without our awareness and are automatic and unconscious associations that can influence behavior and decision-making. I recognize that while everyone has some form of bias, it is our responsibility to set them aside and be able to properly screen and make decision based only on common knowledge and information as presented in a candidate’s application packet and initial interviews.
 - d. I will strive to treat issues impartially and handle controversial subjects dispassionately. I understand that applicants, prospects and candidates who have held executive positions and made difficult decisions have not been in positions to win popularity contests.
 - e. I will give accurate and complete reports on candidates to the Search Committee Chair, if called upon to make such reports.
9. I will place the best interests of the University ahead of all special and personal interests, and I will, to the best of my ability, exercise common sense and good judgment in applying ethical principles to search work.

By my signature below, I agree to comply with the Guidelines with respect to my participation on the Search Committee. I understand that should I fail to adhere to these Guidelines, including but not limited to the expected Roles and Responsibilities and/or Confidentiality expectations, it could result in my removal from the Search and subject me to discipline, up to and including, dismissal.

Print Name

Print Title

Signature

Date