

Department of Communication and Culture  
Indiana University, Bloomington

Departmental Governance

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I. Department Chair

The department chair is responsible for the overall administration of the department, including (1) the management of the department's budget, (2) the appointment of lecturers, visiting assistant professors, course directors, associate instructors, staff members, and other administrative positions within the department and, in consultation with the executive committee, the Director of Undergraduate Studies, the Director of Graduate Studies, and the Director of Film and Media Resources, (3) the assignment of teaching responsibilities and the scheduling of classes, (4) the preparation of reports as required by various units of the university, (5) the recommendation of reappointment, tenure, promotion and hiring of faculty, (6) the recommendation of merit increases for salaries, (7) the evaluation of specific faculty requests such as fellowships and sabbatical leaves, and (8) the approval of graduate student admissions and financial support. The department chair holds regular, face-to-face meetings with the executive committee on all substantive matters pertaining to the welfare of the department, and its faculty, staff, and students.

The department chair is appointed by the Dean of the College of Arts and Sciences, in consultation with the faculty. The faculty recommends a single term of 4-5 years or, under exceptional circumstances, two terms. A majority of the faculty may recommend to the Dean that the chair be appointed to a second term. Consultation on reappointment of the existing department chair or appointment of a new department chair involves administering a vote on faculty preference to select a department chair from the present tenured faculty and/or to conduct an external search. In the case of an external search, the dean will appoint the chair and other members of the search committee in consultation with the faculty. The search committee is responsible for preparing a position announcement that meets with the approval of the faculty, publicizing the position, receiving applications, recommending to the faculty a short list of candidates for interviews, arranging on-campus interviews of one or more finalists, and conveying to the dean the recommendation of the faculty for filling the position.

The department chair is evaluated each spring by a committee composed of the executive committee and the chair of the merit-salary committee. In the case of duplication, the merit-salary committee will choose another member to serve on the evaluation committee. The evaluation committee, in addition to considering materials on research, teaching, and service submitted by the department chair, solicits faculty opinion on the department chair's administrative performance each year as part of the evaluation. The evaluation committee submits its report to the Dean of the College of Arts and Sciences.

II. Executive Committee

The executive committee consists of three members of the faculty elected by the faculty. At least two of these must be tenured faculty who serve for a two-year term; a third member (who may be non-tenured but on tenure track) serves for a one-year term. The elections will be staggered so that two new members are elected each year; the senior faculty member in his or her second year will serve as chair. Faculty members who go on leave will be replaced by the faculty member receiving the next greatest number of votes.

The executive committee meets regularly with the department chair and advises him or her on budgetary matters, annual evaluation of tenure-track faculty and staff (with only tenured members of the executive committee participating in the annual review of tenure-track faculty), appointment of lecturers and visiting professors,

counter offers, and other matters upon which the chair may seek advice. Together with the Chair of the Merit-Salary Committee, it is also responsible for annually evaluating the performance of the department chair. The committee may discuss any matter related to the department and will serve as a clearing house for issues and concerns raised by faculty. It may call official meetings of the faculty as needed to discuss and take action on matters related to department policies and/or procedures. The executive committee may refer matters of departmental policy to the faculty for deliberation and action and shall report annually to the full faculty on its activities.

### III. Standing Committees

#### A. General Guidelines

The Department Chair, in consultation with the Standing Committee Chairs, appoints members of standing committees. As a general principle, a balance between continuity and change in the membership of standing committees may be achieved by replacing one member of each committee annually. Each standing committee establishes regular and ad hoc subcommittees as needed to complete the various components of its charge. Membership on subcommittees is determined by the standing committee chair with the approval of the standing committee. Regular and ad hoc subcommittee membership can include faculty members drawn from the department at large and normally will include at least one member of the parent standing committee. Standing committees with extensive obligations should routinely create subcommittees to address specific tasks (as, for example, orientation, advising, awards). Committee chairs secure specific authorization from the department chair prior to any expenditures or other commitments of departmental funds. Chairs of standing committees are strongly urged to call face-to-face meetings when it is necessary to do so; such meetings shall be held when at least two committee members believe a meeting to be warranted. Committees report to the full faculty regularly on their activities, raise issues for discussion, and submit recommendations to the faculty for their approval. Membership on the Graduate Affairs Committee, the Merit-Salary Committee, the Tellers Committee, and Faculty Search Committees shall be limited to tenured or tenure-track faculty.

#### B. Graduate Affairs Committee

The Director of Graduate Studies serves as chair of the Graduate Affairs Committee. The Director of Graduate Studies normally serves for a term of four to five years; he or she may serve additional terms, but not consecutively. One graduate student from the department, selected by the Graduate Students' Committee, will serve as a non-voting member of this committee with the right of full participation, except in personnel matters. The graduate affairs committee will determine graduate student admissions, and make recommendations regarding financial support to the department chair. The committee is also responsible for updating the graduate student handbook as changes in policies and procedures are approved by the faculty, associate instructor oversight, training and teaching awards, graduate student travel and research grants, graduate student recruitment and program publicity, student placement records and alumni relations. Two members of the committee together will serve as advisors for each first-year M.A. student: one member of the committee will serve as advisor for each first-year Ph.D. students. In each case, advisees should be distributed as equally as possible among the members of the committee. It is understood that these advising relationships are temporary, to be supervised when the student designates an Advisory Committee as outlined in the graduate student handbook. The Graduate Affairs committee will make recommendations to the faculty regarding the graduate student orientation program and graduate curriculum and program development. The committee, acting on behalf of the departmental graduate faculty, will endorse tenured faculty with the right to chair doctoral dissertation committees and will determine whether, and in exceptional cases, tenure-track faculty should be endorsed to chair doctoral committees. The committee reports to the full faculty regularly on its activities and brings recommendations on policy, procedures, and curriculum to the full faculty for deliberation and decision.

### C. Undergraduate Affairs Committee

The Director of Undergraduate Studies serves as chair of the Undergraduate Affairs Committee. The Director of Undergraduate Studies normally serves for a term of four to five years; he or she may serve additional terms, but not consecutively. One graduate student from the department, selected by the Graduate Students' Committee and one undergraduate student selected by the undergraduate student association will serve as a non-voting member of the committee with the right of full participation, except in personnel matters. The committee's responsibilities include undergraduate curriculum and program development; scholarship awards, alumni relations, and monitoring of undergraduate records and associate instructor teaching awards. The committee reports to the full faculty regularly on its activities and brings recommendations on policy, procedures, and curriculum to the full faculty for deliberation and decision.

### D. Equipment, Technology and Space Committee

The Director of Film and Media Resources serves as chair of the Equipment, Technology and Space Committee. Responsibilities include media production equipment and facilities, instructional and research equipment and facilities, Brigrance library, institutional resources and relations, space utilization, and department location. One graduate student from the department, selected by the Graduate Students' Committee and one undergraduate student selected by the undergraduate student association will serve as a non-voting member of the committee with the right of full participation. The committee reports to the full faculty regularly on its activities and brings recommendations on policy, procedures, and curriculum to the full faculty for deliberation and decision.

### E. Colloquium and Lecture Series Committee

Responsibilities include coordinating annual lectures sponsored or co-sponsored by the department; departmental colloquium series, university lecture series nominations, ad hoc lectures and workshops. The committee also will coordinate departmental awards made to graduate students and all public presentations and receptions in connection with these awards. One graduate student from the department, selected by the Graduate Students' Committee will serve as a non-voting member of this committee with the right of full participation. The committee reports to the full faculty regularly on its activities and brings recommendations on policy, procedures, and curriculum to the full faculty for deliberation and decision.

### F. Merit-Salary Committee

The merit-salary committee is a consultative committee of three faculty members, no more than one being an assistant professor and all three elected to a one-year term by the voting members of the faculty. No member shall serve more than one year in a row. The Chair of the committee will be the tenured faculty member who gets the most votes. If the three faculty members elected to the committee include family members (such as spouses, domestic partners, siblings, in-laws, parents, or children), the next two faculty members who received the most votes will be added to the committee. Only two of the total five may be assistant professor. The committee provides merit ratings of faculty performance each year, within the context of the most recent three years. The three-year window begins when a book or article is published. The committee rates each faculty member as excellent, satisfactory, or not satisfactory overall and separately in research, teaching, and service, using a weighting system of 50% for research, 40% for teaching, and 10% for service. The department chair and the committee attempt to reconcile any differences between their ratings, and the department chair consults with the executive committee in cases where the differences cannot be reconciled. The department chair decides on specific raise amounts for each faculty member and reports to individual faculty members their merit ratings. Faculty members may request additional information about their evaluation from the department chair. The merit-salary committee reports to the faculty on its recommendations, including any differences it was unable to resolve with the department chair.

#### G. Mentoring Committee

The hire of junior faculty represents a significant investment by the department. The mentoring committee reflects the commitment of the department to supporting the progress of its junior faculty members towards tenure. The committee consists of four members, including one assistant professor, elected by the faculty to represent the diverse interests of the department, and serving for a two-year term.

The purpose of the committee is to provide a mechanism for sharing information and materials pertinent to the tenure process, such as advice on publication strategies, information on funding sources, network contacts, sample grant applications and tenure dossiers. The committee meets with junior faculty once a semester during the first year of a new or recent hire. These meetings offer non-tenured faculty the chance to discuss their individual cases with a range of experts and to tap into the experiences and resources of the department. After the first year, junior faculty are assigned 1-2 tenured faculty members as mentors. Choice of mentors is based on consultation with the junior faculty member, the committee and the department chair to determine the best fit. The Mentoring Committee will also offer professional assistance to non-tenure-track faculty members, as appropriate.

#### H. Graduate Student Representation and Student Advisory Committee

Graduate students elect two representatives each year, both of whom may participate in faculty meetings except when personnel matters or the academic progress or problems of individual students are being considered. The graduate student representatives will be responsible for holding elections, when necessary, for graduate student representatives, graduate student committee representatives, and GPSO representative. The graduate student representatives will, in communication with other committee and GPSO representatives, bring matters of student concern to the faculty for its consideration and may call student meetings or conduct surveys to ascertain graduate student opinion. The graduate student representatives, together with graduate student committee representatives, GPSO representative, and an undergraduate representative elected annually by the undergraduate communication association will constitute the department's student advisory committee. This committee represents student interests to the department chair and the department's standing and subcommittees, and the faculty as a whole when concerns arise and/or circumstances merit.

#### IV. Appointment and Re-appointment of Lecturers and Senior Lecturers

The department adheres to the criteria for appointment and re-appointment of Lecturers and Senior Lecturers stipulated in the COAS Policy for Non-tenure track faculty categories of Lecturer and Senior Lecturer (December 14, 2001). New appointments to the ranks of Lecturer and Senior Lecturer will pass through a probationary period of six years. During the probationary period, the initial appointment will be made for a maximum of three years followed by annual reappointments until the decision to award (or not to award) a longer term contract. After the probationary period, reappointment will involve a longer term contract which may be rolling three-year contracts or fixed five-year contracts, at the discretion of the department.

The quality of teaching and service for faculty appointed as Lecturers and Senior Lecturers will be assessed annually by the department, as decisions about salary, promotion and reappointment are made. Review of teaching and service will be made by the same kinds of procedures by which teaching and service of tenure track faculty are reviewed. Faculty in these ranks are expected to submit the customary faculty annual report, and provide other evidence of the quality of their performance (e.g., teaching evaluations, classroom peer assessment, etc.) and commitment to intellectual development and growth (e.g., participation in scholarly and pedagogical conferences, outreach, course development and innovation, etc.). In assessments

of merit, teaching will weighted two-thirds, service one-third.

The chief criterion for promotion to Senior Lecturers will be the demonstration of significant pedagogical achievements, such as teaching leadership roles, classroom innovations and national recognition. The department chair, in consultation with the executive committee, appoints an ad hoc promotion committee for each candidate, which consists of at least three tenured faculty members. The committee evaluates the candidate's dossier (consisting of the candidate's statement on teaching and service and other relevant teaching-related materials) and makes a recommendation to the faculty concerning promotion. Procedures for faculty assessment of the dossier and the ad hoc promotion committee recommendation and for voting shall be the same as those provided in Section II on Tenure and Concurrent Promotion to Associate Professor.

In the event of non-reappointment, faculty in their first year as Lecturer or Senior Lecturer will be given two months notice. During the second and subsequent years, six months notice will be provided. Longer term contracts offered to Lecturers and Senior Lecturers do not carry the same guarantees as tenure. A faculty member in these ranks may not be re-appointed if his or her performance is judged by the department or College to be unsatisfactory; if the expedient need which created the demand for the position is no longer present; or if the position is no longer consonant with the academic mission of the department.

#### V. Faculty Search Committees

The department chair appoints chairs and members of search committees for tenured and tenure-track positions in consultation with the executive committee. Each search committee consists of three or more faculty members, including the search committee chair. The department chair may serve as the chair or as a member of the search committee. At least one member of the search committee is selected from the membership of the executive committee. The membership of the search committee will correspond to the definition of the position the department is seeking to fill but will also include at least one member with a different emphasis. A graduate student will be appointed by the department chair as an advisory member of the search committee. The search committee is responsible for preparing a position announcement for approval of the faculty, advertising the position, recommending a short list of applicants to the faculty for selection of finalists (making all applicant files available to the faculty for their inspection prior to discussion of the committee's recommendations), arranging interviews of candidates, and bringing a recommendation to the faculty for filling the position with the best candidate.

#### VI. Curriculum and Degree Requirements

Proposed revisions of the department's curriculum require the approval of a majority of faculty eligible to vote. Proposed revisions include recommendations from the undergraduate affairs committee and the graduate affairs committee to add or delete courses, alter course titles, prerequisites, credit, or descriptions, or modify degree requirements. The vote on revisions of the department's curriculum having to do with systemic changes in the curriculum and the modification of degree requirements will be taken at an official faculty business meeting.

#### VII. Evaluation and Reappointment of Faculty on Probationary Appointments

The department chair, in consultation with an appropriate subcommittee of the executive committee, writes an annual evaluation of all non-tenured faculty members. The chair's assessments do not commit the chair, the tenured faculty, or other administrators and faculty committees to any position in future judgments on tenure or

promotion. The procedures used in reappointment are those stipulated in the latest edition of the Indiana University *Academic Handbook* and in the Appendix to the department's governance document.

#### VIII. Tenure and Promotion

The department adheres to the criteria and procedures for tenure and promotion stipulated in the most recent edition of Indiana University's *Academic Handbook* and to the criteria and procedures articulated by the College of Arts and Sciences. Specific department procedures are provided in the Appendix to the department's governance document.

#### IX. Eligibility to Vote

Tenured and tenure-track faculty members on regular or joint appointment in the department are eligible to vote on curriculum, selection of merit-salary committee members, department policy, hiring of tenure-line faculty members, appointment of the department chair, and other matters of general concern to the faculty. Tenured associate and full professors on regular or joint appointment in the department are eligible to vote on candidates for tenure and concurrent promotion to associate professor. Full professors on regular or joint appointment in the department are eligible to vote on candidates for promotion to full professor. Lecturers and senior Lecturers are eligible to vote on matters of curriculum relevant to their teaching and service responsibilities.

#### X. Amendment of Departmental Governance Provisions

Any faculty member eligible to vote may offer a proposed amendment which shall be distributed in writing to the faculty prior to a regular faculty meeting. The amendment will be discussed at the faculty meeting and brought before the faculty again at the next faculty meeting, at which time it may be adopted by a two-thirds vote of the total faculty eligible to vote.

#### XI. Tellers Committee

A Tellers Committee consisting of three faculty members will be elected early in the second semester. Faculty elections called for in this document will be held at the last regular meeting of the faculty in the spring semester according to procedures recommended by the Tellers Committee and approved by the faculty. Elections will be by secret ballot, and votes will be counted by the Tellers Committee. Those elected or confirmed will assume their offices at the end of spring semester. Meetings between those outgoing and incoming faculty members holding positions stipulated in this document should be held during the summer as appropriate and necessary.

In the case of the first implementation of the amended Governance Document (April 2001), a Tellers Committee will be elected at the final regular faculty meeting and will conduct elections by mail ballot within one week of the final meeting.

## Appendix

### I. Reappointment of Non-Tenured Faculty

Non-tenured faculty members on probationary appointments, with an initial contract of three years, must be recommended at the end of years two, three, four, and five respectively for reappointment in years four, five, six, and seven. The department chair, in consultation with the executive committee, assesses the probationary faculty member's dossier and recommends to the Dean of Faculties on reappointment at the end of years two, four and five. The review conducted by the department chair at the end of year three includes, as part of the dossier, two outside letters solicited by the department chair in consultation with the probationary faculty member and a subcommittee of the executive committee. The subcommittee that consults with the department chair for the third-year review includes at least one tenured faculty member with expertise relevant to the probationary faculty member's area of teaching and research. Outside references are provided with a summary of criteria for tenure and asked to offer advice on how the candidate can develop an outstanding record by the time the tenure decision will be made and to include an assessment of progress to date. These outside letters become part of the information on which recommendations are based. Should the department chair, in consultation with the executive committee, determine that a negative recommendation on reappointment is appropriate in any of the probationary years; the tenured faculty will be asked to examine the dossier and vote. The vote of the tenured faculty will be appended to the department chair's recommendation.

### II. Tenure and Concurrent Promotion to Associate Professor

Faculty members normally are evaluated for tenure and concurrent promotion to associate professor at the beginning of the sixth year of their probationary appointments. They receive at least two weeks of advance notification (at the end of their fifth year) that they are being considered for tenure and concurrent promotion. Each candidate submits a list of names of potential reviewers external to the university and ten copies of selected materials to be sent to external reviewers. The department chair, in consultation with the executive committee, appoints an ad hoc tenure and promotion committee for each candidate which consists of at least three tenured faculty members. This committee compiles a list of external reviewers and, after providing the candidate with an opportunity to object to any of the committee's choices of external reviewers, forwards the candidate's and the committee's lists, along with ten copies of the candidate's curriculum vitae, to the Dean of the College of Arts and Sciences by April 29 (or the specific date set by COAS in any given year). The list of external reviewers details the expertise of the reviewers and specifies their relationship to the candidate. The candidate's packet of materials to be sent to the external reviewers is delivered to the Dean of the College of Arts and Sciences by May 20 (or the specific date set by COAS in any given year).

The chair of the ad hoc tenure and promotion committee solicits the department's proportion of letters from external reviewers and designates a member of the committee to collaborate with the candidate in preparing an appropriate dossier for review. The dossier should include items such as a complete curriculum vitae with refereed publications clearly identified, the candidate's own statement on teaching, research, and service, student evaluations, peer evaluations, commentary from graduate students advised and/or supervised by the candidate, copies of the candidate's publications, and copies of course syllabuses and assignments. Both the candidate and the designated committee member should consult the most current edition of the "Guidelines for Tenure and Promotion Dossiers" prepared by the Dean of Faculties.

The candidate's dossier must be assembled by August 1 in order to allow the ad hoc committee sufficient time to examine it and prepare a recommendation to the tenured faculty by September 1. The committee's recommendation consists of a written evaluation of the candidate's research, teaching, and service (including separate sections evaluating in detail the research record, the stature of journals and other publication outlets, the contribution made by the candidate to any co-authored work, the quality of teaching, and the quality and quantity of service).

The tenured faculty members of the department are given access to the candidate's dossier and a copy of the ad hoc committee's written recommendation by September 1 so that they can assemble by September 15 to discuss the candidate's case for tenure/promotion. All tenured faculty members are encouraged to submit memorandums for inclusion in the dossier explaining their assessment of the candidate's case for tenure/promotion. Within two days of the tenured faculty's meeting, each tenured faculty member (including the members of the ad hoc committee) submits a ballot to the department chair indicating a vote of yes, no, or abstain and rating the candidate as outstanding, satisfactory, or unsatisfactory in each of the categories of teaching, research, and service. The results of the ballot are reported in the dossier along with a statement by the department chair describing the tenure/promotion procedures followed. The department chair's vote is reported separately in the dossier as a part of the chair's recommendation and summary evaluation of the candidate's teaching, research, and service. The ad hoc committee's written recommendation is submitted as part of the dossier.

The completed dossier is forwarded by the department chair to the Dean of the College of Arts and Sciences by September 23 (or the specific date set by COAS for a given year).

### III. Promotion to Full Professor

Faculty members receive at least two weeks of advance notification that they are being considered for promotion to full professor. Eligible faculty members who wish to request that they be considered for promotion to full professor should notify the chair and the executive committee to that effect by April 1. Each candidate submits a list of names of potential reviewers external to the university and ten copies of selected materials to be sent to external reviewers. The department chair, in consultation with the executive committee, appoints an ad hoc promotion committee for each candidate which consists of at least three full professors. This committee compiles a list of external reviewers and, after providing the candidate with an opportunity to object to any of the committee's choices of external reviewers, forwards the candidate's and the committee's lists, along with ten copies of the candidate's curriculum vitae, to the Dean of the College of Arts and Sciences by May 1 (or the specific date set by COAS in any given year). The list of external reviewers details the expertise of each individual and specifies his or her relationship to the candidate. The candidate's packet of materials to be sent to the external reviewers is delivered to the Dean of the College of Arts and Sciences by May 30 (or the specific date set by COAS in any given year).

The chair of the ad hoc promotion committee solicits the department's proportion of letters from external reviewers and designates a member of the committee to collaborate with the candidate in preparing an appropriate dossier for review. The dossier should include a complete curriculum vitae with refereed publications clearly identified and work completed in the candidate's present rank specifically marked. Copies of all work published in rank should be included. Other materials in the dossier may include professional reviews, citations, and the like to establish the quality and impact of the candidate's scholarship. For teaching, dossiers may include items such as student evaluations, peer evaluations, commentary from graduate students advised and/or supervised by the candidate, and copies of course syllabuses and assignments. Teaching evaluations should cover a span of years and a range of courses. Peer evaluations of teaching are also helpful. Inclusion of the candidate's own statement of teaching, research, and service is required. Both the candidate and the designated committee member should consult the most current edition of the "Guidelines for Tenure and Promotion Dossiers" prepared by the Dean of Faculties.

The candidate's dossier must be assembled by August 1 in order to allow the ad hoc committee sufficient time to examine it and prepare a recommendation to the department's full professors by September 1. The committee's recommendation consists of a written evaluation of the candidate's research, teaching, and service (including separate sections evaluating in detail the research record, the stature of journals and other publication outlets, the contribution made by the candidate to any co-authored work, the quality of teaching, and the quality and quantity of service).

The department's full professors are given access to the candidate's dossier and a copy of the ad hoc committee's written recommendation by September 1 so that they can assemble by September 21 to discuss the candidate's case for promotion. All full professors are encouraged to submit memorandums for inclusion in the dossier explaining their assessment of the candidate's case for promotion. Within two days of the meeting, each full professor (including the members of the ad hoc committee) submits a ballot to the department chair indicating a vote of yes, no, or abstain and rating the candidate as outstanding, satisfactory, or unsatisfactory in each of the categories of teaching, research, and service. The results of the ballot are reported in the dossier along with a statement by the department chair describing the department's promotion procedures. The department chair's vote is reported separately in the dossier as a part of the chair's recommendation and summary evaluation of the candidate's teaching, research, and service. The ad hoc committee's written recommendation is submitted as part of the dossier.

The completed dossier is forwarded by the department chair to the Dean of the College of Arts and Sciences by October 1 (or the specific date set by COAS for a given year).

#### IV. Adjunct Faculty

CMCL welcomes adjunct faculty who by joining us in this role bring increased interdisciplinarity and/or practical disciplinary expertise to our departmental community. The adjunct title may be used for IU faculty from other departments or programs who do not formally teach CMCL courses but who are actively involved in the teaching and research mission of the department. Adjunct status may also be extended to persons whose primary employment is outside the department or outside the University system, e.g., practicing filmmakers, creators of new media, speechwriters, indigenous ethnographers, performing artists, etc., whose contributions to the scholarly goals of our department and the University emanate from professional expertise or status. The position of adjunct faculty member of CMCL is a non-voting position. Adjunct faculty members may be appointed to dissertation committees of CMCL graduate students, but may not act as the sole director of the committee. Academic adjunct faculty may jointlist or crosslist courses, subject to the chair's assessment of departmental needs. Those adjunct members with non-academic appointments may, in special circumstances, serve as additional dissertation committee members but not core members. With the approval of the Graduate Affairs Committee, adjunct members with non-academic appointments may offer courses in an independent study or directed reading format. Candidates for Adjunct faculty status should be nominated by a current faculty member based on an established collegial relationship; their vita should be available for review by the full faculty; there should be an indication in writing from the candidate that he or she is interested in establishing a formal connection with the department; and the faculty as a whole will discuss before voting on the nomination. A majority vote is required for approval.