

Governance Document
for
the College of Arts and Sciences

Approved by the Board of Trustees: 5/3/85

GOVERNANCE DOCUMENT FOR THE COLLEGE OF ARTS AND SCIENCES

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1.0 Departments and Programs

1.1 Departments

A department of instruction is a body of full-time and part-time faculty responsible for that portion of the curriculum assigned to it by the General Faculty, the College Faculty, the President, and the Board of Trustees. All full-time and part-time faculty who teach courses offered by a department shall be members of that department.

1.2 Educational Policies

1.2.1 Department as a Whole

Departments shall determine their own educational policy, including the conduct of courses and methods of instruction, within the framework of principles laid down by the General Faculty and the College Faculty, and by the Dean of the College of Arts and Sciences.

Matters of concern to specific departments proposed by the President, the General Faculty, the Academic Council, the Dean, or the College Faculty shall be acted upon only after the department in question shall have had reasonable opportunity to discuss them and to make recommendations.

1.2.2 Individual Professors

Individual faculty members shall have freedom of course instruction within the scope of the courses assigned them so far as is compatible with the interest of the department as a whole and the framework of general principles as noted in section 1.2.1 above.

1.3 Departmental Voting

1.3.1 Members of a department who have voting rights in the General Faculty meetings shall have departmental voting rights.

1.3.2 Those members on leave of absence shall have voting rights only for departmental chairperson. Absentee ballots must be received by the election officer of the department by the date of the election if they are to be counted for the election or in determining the needed majority.

1.3.3 A voting member of the department who is prevented from attending a departmental meeting by assigned classes or other University function may designate a proxy for a specific meeting. No member may hold more than one proxy in a departmental meeting.

1.3.4 Members of the faculty who teach in more than one department shall be entitled to vote on only the academic matters of those departments. In matters of governance, members vote in the department to which they have been appointed.

1.3.5 Any voting member of a department may make suggestions, introduce motions, or participate in discussions. Any member may consult the President, the Dean, or the College Faculty on matters affecting his or her department.

1.3.6 Full-time members of the department may at their discretion grant partial or complete voting privileges to part-time faculty members on specific issues.

1.4 Departmental Meetings

At least three meetings of the department shall be held in each semester. The chairperson also shall call a meeting at the request of any two members. A quorum shall consist of a majority of voting members (exclusive of those on leave).

1.5 Eligibility for Chairpersons

All tenured faculty members are eligible for the office of chairpersons. If a department should have fewer than three eligible members, the Academic Council will determine further eligibility.

1.6 Election and Appointment of Chairpersons

1.6.1 The chairperson must be elected by a majority of full-time department members. The department must choose an election officer to supervise the elections by secret ballot. Once a majority of the department has agreed on a chair, the election officer will convey that information to the department and to the Dean, who will make the appointment. The Dean may decline to appoint the elected faculty member, in which case the Dean shall state the reasons for doing so in writing to the department members within 10 business days. In such a case, the department will hold a new election.

1.6.2 If a department cannot agree upon a chairperson, the College faculty who serve on the Academic Council, after consulting the department members, and the Dean, may recommend a full-time department member who is willing to serve as chairperson and the Dean will appoint for one year. The Dean may decline to appoint the chosen faculty member, in which case the Dean shall state the reasons for doing so in writing to the department and to the College faculty who serve on the Academic Council.

1.6.3 If no eligible department member will agree to serve as chairperson, or if the procedure detailed in 1.6.2 fails to lead to the appointment of a department member, the College faculty who serve on the Academic Council, after consulting the department members and the Dean, will appoint a tenured member of the College of Arts and Sciences who is willing to serve as chairperson for one year.

1.6.4 If a chairperson is temporarily unable to serve, the department must elect an acting chairperson, following the rules in this section for the election of chairpersons. The acting chairperson will serve until the original chairperson can resume office.

1.6.5 The term of office for chairpersons shall be three years, beginning on July 1.

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1.7 Responsibilities of Chairpersons

The Chairperson's relationship to other department members is collegial and it is within the context of this relationship that the chairperson's role is defined. Whenever possible, department members should assist the chairperson in carrying out department business.

Within the context of collegial relations the chairperson, in particular, is responsible for facilitating the activities of the department, promoting cooperation among its members, and fostering the department's commitment to improvement.

The chairperson is responsible for the efficient conduct of department business with respect to students, faculty and administration according to the policies established by the department and the College. Together with the department members, the chairpersons, shall:

1.7.1 Convene department meetings as necessary to address important business; distribute a written agenda of each meeting at least five class days in advance; have minutes of all meetings distributed to department members, the Dean of the College and the Academic Vice-President.

1.7.2 Schedule classes and teaching assignments so that they accord as much as possible with the needs of the department curriculum, the Registrar, the individual department members, and the Dean.

1.7.3 Advise and counsel department majors.

1.7.4 Identify and facilitate long range departmental goals and planning.

1.7.5 Secure guest speakers to enrich departmental programs.

1.7.6 Prepare and administer the department budget.

1.7.7 Maintain department records and process department correspondence.

1.7.8 Submit and keep on file an annual department report.

1.7.9 Monitor and build department library holdings.

1.7.10 Manage department facilities, inventories, and equipment.

1.7.11 Cooperate in the search for funding from government agencies and private foundations.

1.7.12 Request faculty and staff as needed; conduct a search for these positions in accord with University and Affirmative Action guidelines; make recommendations for appointment.

1.7.13 Serve as a resource person for, and coordinate the annual formative review of, untenured faculty.

1.7.14 Support continued professional growth and development of department members in teaching, research and university service.

1.7.15 Evaluate the work of the members of the department and, after consultation with at least the senior members of the department, will submit all dossiers along with approval or disapproval of the promotion or tenure applications to the Rank and Tenure Committee.

Chairpersons may, at their discretion, delegate some of these duties to other members of the department. Chairpersons shall have a reduced teaching load and/or receive proper compensation for their services.

1.8 Procedures for Removal of the Chairperson

A serious breach of duties enumerated in section 1.7 above shall be grounds for removal of chairperson. The process of removal of a chairperson may be initiated by any full-time member of the department, by the Dean of the College, or by the Senior Vice President for Academic Affairs and shall follow these steps:

1.8.1 the complainant(s) must discuss the charge in a personal conference with the chairperson;

1.8.2 if the matter is not resolved the complainant(s) may place the charge on the agenda of the next scheduled department meeting;

1.8.3 if the matter is still not resolved then the complainant(s) may present the charge to the Dean of the College who shall try to resolve the problem. If the complainant(s) choose(s) to follow this step the option to do so must be exercised within ten (10) class days following the department meeting. (if the complainant is the Dean or Senior Vice President for Academic Affairs, he or she may take the matter directly to the Academic Council after the first two steps above);

1.8.4 if there is still no resolution the complainant(s), within ten (10) business days following the meeting with the Dean, may request that the College faculty serving on the Academic Council meet to consider a motion for dismissal of the chairperson. The Council College faculty shall solicit statements from interested parties. The decision of the Council College faculty is final.

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1.9 Departmental Budget

An appropriation shall be made annually to each department for materials, supplies, and other costs. No expenditures beyond the authorized budget may be made except in cases of emergency and then only with the express approval of the Chief Financial Officer.

1.10 Programs

Programs are organized areas of study outside the regular departmental structure. The Dean appoints directors to administer the programs, and assigns to each those duties of a chairperson necessary for the operation of the program.

1.11 Responsibilities of Program Directors

The Program Director is responsible for the efficient conduct of program business with respect to students, faculty and administration according to the policies established by the program and the College. The Director's relationship to other Program steering/ advisory committee members is collegial and it is within the context of this relationship that the Director's role is defined. Whenever possible, Program steering committee members and other faculty teaching in the program should assist the Director in carrying out Program business, which normally includes the following:

Curricular Responsibilities

Together with the program members, the director shall:

1.11.1 Plan, update and coordinate the program curriculum. Coordinate each semester's courses with the registrar.

1.11.2 In consultation with the Dean (and with the chair of any untenured faculty members), select a steering committee / advisory board from full-time faculty, and others as deemed appropriate, to discuss program curriculum, existing problems, new initiatives etc.

1.11.3 Convene program meetings with program faculty and steering committee / advisory board at least once each semester to address important business.

1.11.4 Advise and counsel program majors and/or minors.

1.11.5 Recruit students and promote program

1.11.6 Facilitate activities related to periodic program review and assessment of student learning outcomes in collaboration with steering / advisory committee and faculty teaching in the program.

Administrative Responsibilities

- 1.11.7 Prepare and administer the program budget.
- 1.11.8 Submit and keep on file an annual program report.
- 1.11.9 Advertise program activities and events.
- 1.11.10 Keep the listing in the course catalog book up to date.
- 1.11.11 Keep any program brochures up to date.
- 1.11.12 Maintain the program web site.
- 1.11.13 Maintain program records and process program correspondence.
- 1.11.14 Be available for appropriate communication as necessitated for the program, including maintaining email and other correspondence during the summer.

Program Enrichment Activities may include:

- 1.11.15 Plan guest speakers, performances, and other events for the program.
- 1.11.16 Reach out to faculty whose participation could benefit the program's curriculum; play a role in welcoming new faculty with shared interests to campus.
- 1.11.17 Reach out to other programs to offer and co-sponsor lectures and activities of mutual interest.
- 1.11.18 Monitor and build program library holdings.
- 1.11.19 Organize colloquia for program faculty.
- 1.11.20 Help search for outside funding for programs.

Directors shall have a reduced teaching load and/or receive a stipend as compensation for their services, as determined by the Dean.

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2.0 Dean

The Dean is the administrative head of the College and is appointed by the President. The Dean reports to the Academic Vice President and is responsible to him/her for properly carrying out all University policies and regulations adopted by the General Faculty, the College Faculty and the Board of Trustees. The Dean has the primary responsibility for the general quality and efficiency

of the instructional programs of the College, as well as for providing support for faculty activities and curriculum development. In addition, he/she is responsible for providing leadership in the planning, implementation, and evaluation of the College's academic programs.

(The most recent Dean's Job Description is attached as Appendix A.)

3.0 General Governance

3.1 Membership

The faculty of the College of Arts and Sciences consist of all full-time members holding the rank of Instructor, Assistant, Associate or Full Professor in any department or program of instruction within the College, including the Dean and Assistant and Associate Deans. Should unusual circumstance arise, the Dean may nominate anyone not falling within the above definition for regular membership subject to a vote of confirmation by the body.

3.2 Function

It is the responsibility of members of the College Arts and Sciences to debate and vote on all matters brought before them. Consistent with the Faculty Handbook and University policy, the College Faculty will establish policies on matters of academic concern, establish such sub-committees as it sees fit, and recommend to the Dean administrative practice and procedure in the implementation of policies established by the College. The College of Arts and Sciences can pass no resolutions contrary to the Faculty Handbook, nor can its resolutions be binding on other segments of the University community.

3.3 Meetings

3.3.1 The Faculty of the College of Arts and Sciences shall meet at least once each semester and at other times upon call of the Dean of the College or upon petition of 1/5 of the faculty. Any member of the College may request an item be placed on the agenda. Members wishing to place an item on the agenda must submit it at least fourteen days prior to the date of the meeting. The agenda shall be distributed at least ten class days prior to the meeting. Substantive items (i.e., legislative or policy matters) not appearing on the distributed agenda may not be added to the agenda for that meeting but must be deferred until the next regular or special meeting of the College.

3.3.2 A quorum of the College Faculty shall consist of twenty-five percent of the full-time faculty, and all votes shall be determined by a simple plurality, except for amendment provisions noted below. Other voting rules will be in accordance with the provisions of the Faculty Handbook.

3.3.3 The College Faculty annually shall elect a chairperson to conduct its meetings. The chairperson votes only in the case of a tie. After due consultation with the Dean, the Chairperson shall prepare the agenda and distribute it to the College Faculty.

3.3.4 The College Faculty annually shall elect a secretary to keep the minutes of the Faculty meetings and distribute them to the College Faculty.

3.4 The Dean's Council

The chairpersons of all departments, and the directors of all programs shall meet with the Dean at least twice a semester to review matters of academic concern and to advise the Dean on the implementation of administrative policies established by the President and the Board of Trustees, the General Faculty, the Academic Council, and the College Faculty. This body shall be called the Dean's Council. Minutes of its meetings shall be circulated to the College Faculty. In the event that a chairperson cannot attend a meeting, he/she may designate a substitute representative from the department's membership.

3.5 Standing and Special Committees

3.5.1.1 College Curriculum Committee

The membership of the College Curriculum Committee consists of members of the College who are serving on the Undergraduate Curriculum Committee and the Dean of the College.

The general purpose of this committee shall be to keep under continual review the current curriculum patterns within the College, to assess proposals from any source, and to make recommendations to College Faculty. The specific duties of the committee shall be to review and evaluate: (a) the structure and content of the College curriculum; (b) special programs; (c) academic requirements for, and quality of, undergraduate degrees; (d) proposals for new course offerings within the College. In these areas, it shall encourage and receive reports and recommendations from all sources. It shall also look into such questions on its own initiative.

3.5.1.2 Health Professions Committee

The Health Professions Committee is a standing committee appointed by the Dean. It is comprised of representatives of the following departments: Biology, Chemistry, Physics, Mathematics and Computer Science, and Psychology. In addition, is one member appointed from the Humanities or the Social Sciences, plus one member at large. The Dean of the College is a voting member of the Committee and chairs its meetings. The Health Professions Advisor is a non-voting, *ex officio* member of the Committee.

The specific duties of the Health Professions Committee are: (a) to review qualifications of students applying to health professional schools who request a Letter of Evaluation from the Committee; (b) to determine whether to recommend those students, and, if so, at what level; (c) to assist the Health Professions Advisor in preparing students considering the health professions; and (d) to assist the Health Professions Advisor in writing the Letters of Evaluation. The Health Professions Committee advises the College on curricular issues related to the health sciences.

The Health Professions Advisor is directly responsible for the preparation of students for entry into post-graduate programs in the health professions.

The Health Professions Advisor job description is maintained by the CAS Dean and revised in consultation with the Health Professions Committee.

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3.5.1.3 Arts and Sciences Awards Committee

The Arts and Sciences Awards Committee consists of six professors from the Humanities, four from the Natural Sciences and three from the Social Sciences, appointed annually by the Dean.

The purpose of this committee is to solicit and review submissions of their work by students in the College of Arts and Sciences. Awards are made annually in the areas of Humanities, Arts, Natural Sciences and Mathematics, and Social Sciences.

3.5.1.4 Arts and Sciences Planning Committee

Membership

Six members of the College faculty, including the Chair and Secretary ex officio, and at least one each from the Humanities, the Natural Sciences/Mathematics, and the Behavioral and Social Sciences. At least one member should have substantial involvement in interdisciplinary programs (for example, has served, within the past three years, as a director of an interdisciplinary program or on one or more interdisciplinary program steering committees). No more than two members shall be from any one department; ideally the membership should be drawn from 6 different departments. In addition, the Dean of the College shall serve ex officio. All 7 members shall have full voting privileges.

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Function

To identify the long-range goals of the College of Arts and Sciences and to plan for their implementation. **Specific Duties** To report regularly to the Arts and Sciences faculty on its forming of proposed goals and on the proposed strategies for the pursuit of those goals.

4.0 Amendment Procedures

All amendments to this document must be accepted by both the Board of Trustees and the College Faculty. The latter's approval shall be obtained by a two-thirds vote of those present and voting at a regularly scheduled meeting of the College Faculty.

Appendices

APPENDIX A

JOB DESCRIPTION

DEAN OF THE COLLEGE OF ARTS AND SCIENCES

I. GENERAL STATEMENT

The Dean is the administrative head of the College of Arts and Sciences and is appointed by the President. He or she reports to the Academic Vice President and is responsible to him or her for properly carrying out all University policies and regulations adopted by the General Faculty and the Trustees. The Dean has the primary responsibility for the general quality and efficiency of the instructional programs of the College, as well as for providing support for faculty activities and curriculum development. In addition, the Dean is responsible for providing leadership in the planning, implementation, and evaluation of the College's academic programs.

II. SPECIFIC AREAS OF RESPONSIBILITY AND FUNCTION

A. Academic Administration

1. Supervise the educational activity of the College of Arts and Sciences, including its curricular courses and methods of instruction.
2. Collaborate with the Deans and program area coordinators of the other schools by attending Dean's Council meetings held on a bi-weekly basis. Curricular matters are frequent agenda issues.
3. Prepare and administer the budget of the college. This involves review of proposed budgets submitted by departments/programs, evaluation of requests and submission of recommendations to the Academic Vice President.
4. Formulate with faculty, department heads, and program directors the policies and procedures specific to the College. The Dean regularly meets and directs the Council of Chairs of the College.
5. Participate in faculty meetings and specified faculty committees (for example, Academic Council). The Dean of the College of Arts and Sciences attends, as invited guest, the Educational Planning Committee and the Undergraduate Curriculum Committee meetings.
6. Participate on University committees (for example, Search Committees, University Planning, etc.) as appointed.
7. Oversee selection and scheduling of courses in conjunction with the department chairs and program directors. The Dean also reviews student enrollment patterns during the

registration process and, in consultation with chairs and directors, opens or closes course selections.

8. See that data concerning the work and activities of the College, its faculty and its students are collected, recorded and distributed in appropriate ways, and prepare statistical, annual and other reports.

9. Allocate the utilization of space within the College and between departments and programs.

10. Make public and professional contacts on behalf of the College as appropriate.

11. Seek support for the College through foundations and federal agencies in cooperation with the Advancement and Grants Office. The Dean actively works with the departments/programs to identify sources of outside support, helps prepare grant applications and is available to meet with or visit with foundation officials.

12. Oversee preparation of College materials for the University catalogue and other University publication.

13. Coordinate the programs of the College with other administrative divisions of the University. The Dean works actively with the Provost's Office, the Advancement Office, Grants Office, Alumni Office, and Student Affairs to coordinate efforts of the College of Arts and Sciences with these areas.

14. Recommend, in conjunction with faculty, candidates for degrees to the President and the Board of Trustees.

B. Faculty and Staff

1. Supervise faculty and staff within the College. This involves working with department chairs and program directors on faculty and staff development.

2. Recommend to the Academic Vice President, following consultation with the appropriate faculty, faculty appointments, re-appointments, non-reappointments, or discharge.

4. Review proposed course offerings submitted by departments each semester; review demand for various courses, plan with chairs and program directors for additional or alternative courses/sections.

5. Recommend staff appointments, salary increments and discharge. Supervise secretarial staff service in College departments and offices.

6. Analyze and assign staff functions and responsibilities.

C. Students

1. Interview, advise, and counsel students and prospective students. Meet with Arts and Sciences Advisory Committee (one representative from each department) to discuss issues of concern to the A & S students. Serve as final appeal for individual student problems that are dealt with first by the Associate Dean.
2. Negotiate contracts with organizations for student experiences.
3. Teach as prescribed.

III. OTHER DUTIES AND FUNCTIONS

As appropriate to the College and as assigned by the Academic Vice President.

IV. QUALIFICATIONS

The Dean must have an earned doctorate in an appropriate discipline as well as an established reputation as an academician. Qualifications include demonstrated administrative experience, in skills program development, and ability to provide quality leadership in a collegial style.

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APPENDIX B

PROCEDURES FOR APPOINTMENT, PROMOTION, AND TENURE

A. Appointment Procedure

i) Regular full-time appointments*: If such a position is to be filled the Department shall establish a Search Committee drawn from among appropriate faculty.** The Search Committee shall conduct an advertised public search; receive, assemble and review all applications; and draw up a short list of candidates for the approval of the Department. The Department shall proceed to conduct interviews of the candidates on the approved short list. Meanwhile, for informational purposes, the Department Chair and the Chair of the Search Committee shall review the short-listed candidates in conference with the Dean. When the Department has completed its interviews and is satisfied that it has a candidate suitable to fill the position, the recommendation is to be submitted to the Dean, who shall forward the candidacy to the Academic Vice President, along with the Dean's own recommendation. A written offer of employment may only be extended by the Academic Vice President.

ii) Temporary full-time appointments*: If such a position is to be filled the Department may at its own discretion relax its procedures on instituting a formal search, but once it has identified an approved candidate the appointment procedure shall be as in (i) above.

B. Promotion Procedure: Faculty members intending to apply for promotion shall inform their Department Chair and the Dean, and shall submit their formal application to the Rank

and Tenure Committee, by the deadlines and in the form prescribed in the most recent Format for Applications to Committee on Rank and Tenure issued by the Rank and Tenure Committee and approved by the appropriate faculty** are required. If one or more of the appropriate faculty does not submit a letter, this will be taken without prejudice to the candidate's application.

In making his or her evaluation the departmental chair shall consult with all appropriate faculty. In the event that a departmental Chair is seeking promotion or tenure, the role normally filled in the process by the Chair shall be taken by some other member of the appropriate faculty.

C. Tenure Procedure: Procedure for application for tenure shall be the same as that for promotion, mutatis mutandis.

Notes:

Full-time faculty in the department hold either "regular full-time appointments" with tenure or on a tenure-track, or full-time temporary" appointments as replacements for department members on leave or when hired in emergency situations because of some temporary difficulty in filling a regular department vacancy.

** The term "appropriate faculty" in the above shall be interpreted as follows:

- a. for appointment, all regular full-time members of department;
- b. for promotion, all members of the department holding at least the rank in question;
- c. for tenure, all tenured members of the department.