

ARTICLE XI: THE ACADEMIC DEPARTMENTS

SECTION A: DEFINITION AND COMPOSITION OF A DEPARTMENT

XI.A

The academic department is the basic administrative unit within the University organized to carry on and develop the instructional and research activities of its faculty. The academic department shall be organized around a particular field of knowledge or around a specific instructional objective or mission. The faculty of an academic department shall include all those members of the University faculty (as defined in *II*) who have been appointed to the department with the consent of other members of the department faculty.

The academic department shall have the fullest measure of autonomy consistent with its function and responsibility within the college and the University, subject to the provisions of this Charter. *VI, VIII, and IX*. The faculty may enact bylaws to carry out the mission of the department.

The Chair of the academic department shall share the responsibility for the organization of the department with the faculty of the department. The department shall be organized so that all of its probationary and tenured faculty members have a part in formulating policies and procedures that relate to the academic quality of the department and the professional concerns of its members. The probationary and tenured faculty of a department may authorize representatives of other groups to aid in making decisions except where prohibited by this document. Student participation on appropriate departmental committees is desirable.

SECTION B: APPOINTMENT OR REAPPOINTMENT OF THE CHAIR OF A DEPARTMENT

XI.B

The selection process for a department Chair presumes close contact between the Dean and the department. The department shall inform the Dean of its appraisal of department directions and the candidates for the position of Chair. The Dean shall provide the department with all information that has a bearing on the selection of a Chair.

When the selection and appointment of a new Chair or reappointment of the current Chair becomes necessary, an ad hoc selection committee shall be elected by the department. The chair of the selection committee, appointed by the Dean, may be a faculty member of the school or may be a current school director or department chair from within the college. The selection committee, in consultation with the Dean, shall establish search and screening procedures that will allow broad participation in the selection process by the departmental faculty. The process shall at least provide:

1. for compliance with applicable policies on equal opportunity and affirmative action;
2. for an opportunity for every faculty member in the department to express a written opinion of each candidate and submit the written opinions to the selection committee; and

3. for the selection committee's recommendation to the Dean of one or more persons strongly endorsed by the department. The incumbent Chair may be recommended. The recommendation shall document the strengths and qualifications of each candidate.

The Dean shall consider all candidates and shall discuss with the selection committee any questions or concerns raised by the documentation or by other information that is brought forward by the evaluation process. The selection committee shall consult with the faculty of the department and respond to questions or concerns of the faculty before recommending an appointment to the Dean. The selection committee's recommendation shall be advisory to the Dean.

The term of office of the Chair shall ordinarily be four years. New terms of office shall begin at the start of the academic year. In cases of interrupted or unfinished terms of office, or in case of emergency, the Dean, in consultation where applicable with the VPAA, shall appoint an Acting Chair. The Acting Chair shall serve until such time as a permanent Chair is appointed on the basis of procedures outlined above.

The permanent Chair shall normally take office no later than the beginning of the academic year following the appointment of an Acting Chair.

The Chair of an academic department may resign at any time without embarrassment or the presumption of prejudice.

SECTION C: RESPONSIBILITIES OF THE CHAIR OF A DEPARTMENT

XI.C

The Chair shall be administratively responsible for all activities of the department. The Chair is also administratively responsible to the Dean and through the Dean to the VPAA. Through this administrative line of responsibility the Chair derives the authority to execute the responsibilities cited below. Further, the Chair is the representative of the faculty of the department with the authority and responsibility, by virtue of the selection process, to represent its views and to promote its best interest as an academic department.

The Chair shall:

1. exercise leadership in the articulation and formulation of departmental missions, programs, goals, procedures, and policies; implement the policies of the department and serve as the chief representative of the department;
2. promote the best interests of the department, its faculty, and its students within the college, University, and the scholarly community at large except as it may relate to subjects covered by a collective bargaining unit;
3. administer and supervise the department for effective and professional operations;

4. communicate with units within the University on behalf of the department and communicate with the department on behalf of units within the University;
5. initiate all departmental recommendations concerning faculty and academic staff, new appointments, reappointments, salary changes, terminations of contracts, recommendations for tenure, leaves of absence, promotions, assistantships, fellowships, and scholarships in accordance with the principles set forth in this Charter; *B-I, C, D, E, and F.*
6. be responsible for the articulation and explanation of recommendations made under *XI.C.4*, including an evaluation with the appropriate committee report;
7. administer and supervise the activities of the nonacademic departmental staff, make budget recommendations, manage the expenditures of departmental funds, supervise the use of departmental facilities (equipment, space, supplies, and inventory), and work with the directors of various University units to maximize the resources available for the department's use in its various activities;
8. coordinate the departmental staff, decide matters of faculty work load, arrange all teaching schedules, coordinate all departmental programs, promote the most effective use of departmental resources, strive to improve the quality of the teaching and research activities of the department, strive to improve the curricular offerings and the academic programs of the department, initiate and consider proposals for changes in the curricula (including graduate programs) and forward them to the appropriate Dean for disposition; and
9. assume an appropriate teaching load in consultation with the Dean. Each Chair shall normally have some teaching duties each academic year. The teaching load shall depend on the needs of the department and the demands of administrative duties.

SECTION D: EVALUATION OF THE CHAIR OF A DEPARTMENT

XI.D

Each year an appropriate elected departmental committee shall evaluate the progress of the department under the leadership and direction of the Chair. This committee may be a standing committee in the department (e.g., personnel committee) or a special committee elected to conduct this evaluation. It shall submit a report and/or recommendations to the appropriate Dean with copies to the Chair and faculty of the department. Each year the Dean shall conduct an evaluation of the Chair's administration of the department, taking into consideration the faculty's report and/or recommendations to the Dean. The evaluation process shall be completed by a personal conference between the Dean and the Chair to discuss the Dean's evaluation and the faculty's report and/or recommendations.

SECTION E: RECALL OF THE CHAIR OF A DEPARTMENT

XI.E

A special evaluation of the Chair's administration may be undertaken at any time with a view to recall for cause, upon the initiative of the Dean.

When a recall procedure is begun, the Chair shall be informed at once by the Dean, who shall provide the Chair with a written statement of the reasons for the proposed recall.

SECTION F: EVALUATION OF A DEPARTMENT

XI.F

Each academic department shall prepare, at least once every five years, an evaluation of its problems, plans, and objectives. Specific objectives shall be established prior to each evaluation period and shall be used to determine the extent to which the goals are being met. The department shall endeavor to apply the highest possible standards in evaluating its own performance. If deemed appropriate by the Dean or the department, persons outside the department may be invited to participate in the evaluation process. A report shall be prepared by the Chair based upon contributions from the faculty, graduate students, undergraduate majors, and perhaps others as well. Attention shall be given to the effectiveness of personnel, the quality of academic programs, efficiency in utilizing existing resources, the research and service activities of the department, adequacy of physical facilities, long-range plans and objectives, adequacy of financial support, and the appropriateness of internal organization and communication. The Chair shall present the report to the departmental faculty and to the Dean or Deans; the Chair shall forward copies of the report to the VPAA, the Undergraduate Council, and the President.

SECTION G: PROPOSALS TO CREATE NEW DEPARTMENTS

XI.G

Proposals to create new departments, to combine existing departments, or to transfer a department from one college or school to another may originate with a group of faculty members or with the administration. Such proposals shall be submitted first to the appropriate Dean(s), departments, schools, and affected faculty to further develop the proposal. If two or more colleges are affected, then the proposal is for an Academic Reconfiguration. Follow the procedures outlined in Article XIV.

Proposers shall submit realistic resource statement, along with the proposal itself, to the VPAA. The VPAA, in consultation with the VPFA as necessary, shall prepare a resource impact analysis of the proposal and forward it to the FAAC/UBC for review and comment. The resource statement, impact analysis, and the FAAC/UBC review shall accompany the proposal throughout review process.

If supported by the VPAA, the proposal and all materials shall be presented to the appropriate dean(s) and college council(s) for review and written comment. College council(s) shall hold hearings to discuss the proposed change and make recommendations to the dean(s). Interested faculty members, students, and administrators may appear at such hearings. The dean(s) shall make a recommendation, inform the VPAA, and forward proposal and accompanying documents to Undergraduate Council and/or Graduate Council. Undergraduate Council and/or Graduate Council may decide to hold additional hearings before voting on proposal and making

recommendations. Undergraduate Council and/or Graduate Council reviews, votes, and submits recommendations to VPAA.

The VPAA shall review the proposal and transmit it to CAA with a timeframe for review. Any changes to the proposal after this point must loop back to the VPAA for review and signature.

CAA shall review the proposal and transmit it to Faculty Senate. Faculty Senate shall act on the recommendations of these bodies. If approved by the Faculty Senate, the Faculty Senate Secretary shall send a letter of transmittal, the Faculty Senate minutes, the proposal and supporting documents to the President for review, approval, and submission to the Board of Trustees. If the proposal is approved by the Board of Trustees, the Secretary of the Board of Trustees forwards the approved proposal to the VPAA for implementation.