

ARTICLE X: SCHOOLS

SECTION A: DEFINITION AND COMPOSITION OF A SCHOOL

X.A

A school is an academic unit that administers instruction, research, and service in a common but diverse disciplinary field or in areas of professional specialization or practice. The faculty of a school shall include all those members of the University faculty (as defined in *II*) who have been appointed to the school with the consent of other members of the school's faculty or, if applicable, by the program unit, division, or department. It is represented typically by at least one undergraduate degree, which is the responsibility of the faculty of the school.

The school shall have the fullest measure of autonomy consistent with its function and responsibility within the college, subject to the provisions of this Charter, and a duly elected Director shall function as the principal administrative officer and shall be responsible to the Dean of the appropriate College for the activities of the school.

SECTION B: ORGANIZATIONAL STRUCTURE OF A SCHOOL

X.B

The Director of the school faculty shall make necessary organizational arrangements with the appropriate Dean to accommodate the distinctive administrative needs of the school.

Schools may be organized with divisions, program units, or departments. Divisions/program units may be given the status of departments in compliance with *XI.G*. When such occurs, they function under the provisions of *XI*.

Each school shall have a school council to act in an advisory capacity to the Director and such other councils and committees as the Director, in consultation with the faculty, shall establish to formulate and implement the academic programs and procedures of the school. Among the members of the school council shall be the Director (*ex officio*) and at least one department/program unit Chair. Provision shall be made for all councils and committees to have major membership elected by the faculty of the school to represent various interests of the school.

A school shall have a curriculum review committee, which shall review curricula and programs of instruction in the school. Recommendations shall be forwarded by the Director of the school directly to the appropriate Dean.

A school shall have an elected personnel review committee, which shall be responsible for the policies and procedures of faculty tenure and promotion within the school and for criteria and procedures for review of faculty for merit pay. Recommendations for tenure and promotion shall be forwarded by the Director of the school to the Dean, who may request advice from an appropriate college personnel review committee. Where there are no departments but specifically structured divisions within a school that desire to conduct the first-level tenure and promotion review, the school may petition the SEC for such divisions to be the tenuring units within the school. In such situations, the division as a tenuring unit parallels a department with respect to responsibilities, which results in an additional level of review, both school and college (*IX.C4*) reviews are still required.

SECTION C: APPOINTMENT OR REAPPOINTMENT OF THE DIRECTOR OF A SCHOOL

X.C

The selection, appointment, reappointment, evaluation or recall of the Director of a school presumes close contact between the appropriate Dean and the faculty of the school.

When the selection and appointment or reappointment of a new Director becomes necessary, an ad hoc selection committee shall be elected by the school. This committee, in consultation with the Dean, shall establish search and screening procedures that will allow broad participation in the selection process by the school 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 eligible faculty member to express a written opinion of each candidate; and
3. for the nomination to the Dean of one or more persons strongly endorsed by the school. The incumbent Director may be nominated. The nomination shall document the strengths and qualifications of each candidate.

The Dean shall consider all nominations and shall discuss with the ad hoc committee any questions or concerns raised by the documentation or by other information that is brought forward by the evaluation process. The ad hoc committee shall consult with the faculty of the school and respond to questions or concerns of the faculty before recommending an appointment to the Dean.

The term of office of the Director shall be five years. New terms of office shall normally 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, and an ad hoc committee elected by the school shall appoint an Acting Director. The Acting Director shall serve until such time as a permanent Director of the school is appointed on the basis of the outlined procedures. The permanent Director shall normally take office no later than the beginning of the academic year following the appointment of an Acting Director.

The Director of a school may resign at any time without embarrassment or the presumption of prejudice.

SECTION D: RESPONSIBILITIES OF THE DIRECTOR OF A SCHOOL

X.D

The Director shall be administratively responsible for any and all activities of the school. The Director of a school shall be responsible to the Dean of the college with which the school is associated and through the Dean to the VPAA. Through this administrative line, the Director derives the authority to execute the Director's responsibilities. Further, the Director is the primary representative of the school faculty with authority and responsibility, by virtue of election, to represent its views and to promote its best interests as a school. The responsibilities of the Director are:

1. to organize, in conjunction with the faculty, the administrative structure of the school; within the limits of the school budget, appoint whatever administrative personnel appear to be requisite to the effective functioning of the school office; and assign the respective functions of all personnel working in the school;
2. to serve as the fiscal officer of the school, with the responsibility for preparing the budget in consultation with the division/program unit or department Chairs; allocating resources to the division/program units or departments; monitoring the administration of operating and personnel budgets; and supervising the use of resources, including facilities, equipment, and supplies;

3. to provide academic leadership for the instructional, research, service, and administrative personnel of the school and to be involved in the recruitment, selection, employment, in-service training, tenure promotion, nonreappointment, and dismissal of personnel;
4. to perform or delegate and monitor the development of the curricula and programs of instruction, sharing this responsibility with committees of the school and with divisions/program units or departments; and
5. to supervise any graduate programs within the school. The Director or designated graduate coordinator shall administer the program.

SECTION E: EVALUATION OF THE DIRECTOR OF A SCHOOL

X.E

Each year an appropriate elected school committee shall evaluate the progress of the school under the leadership and direction of the Director. It shall submit a report and/or recommendations to the appropriate Dean with copies to the Director and tenured and probationary faculty of the school. Each year the Dean shall conduct an evaluation of the Director's administration of the school, 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 Director to discuss the Dean's evaluation and the faculty's report and/or recommendations.

SECTION F: RECALL OF THE DIRECTOR OF A SCHOOL

X.F

A special evaluation of the Director's administration may be undertaken at any time with a view to recall for cause, upon the initiative of the Dean or by petition of two-fifths of the eligible faculty of the school. The petition shall clearly state why the recall is desired.

When a recall procedure is begun, the Director shall be informed at once by the Dean. The Dean shall submit to the Director a written statement of the indicated reasons for the proposed recall. When recall is initiated by petition, the petitioners are required to supply the Director with a copy of the petition. In such case, the petitioners also are required to participate in such efforts at negotiations and reconciliation as the Dean may deem appropriate. If the petitioners' desire for recall persists, and in those cases where recall has been initiated by the Dean, the Dean shall call and chair a meeting of those faculty members of the school eligible to participate in the evaluation and recall process. After the issues have been discussed, the Dean shall put the matter of the Director's recall to a secret vote. Two-thirds of the eligible faculty members must vote in favor of a recall before making a recall recommendation to the appropriate Dean.

SECTION G: EVALUATION OF A SCHOOL

X.G

Each school shall prepare, at least once every five years, an evaluation of its problems, plans, and objectives. Specific performance 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 school shall endeavor to apply the highest possible standards in evaluation of its own performance. This report shall be prepared by the Director with input from the faculty, graduate students, and undergraduate majors of the school. If deemed appropriate by the Dean or the school, persons outside the school may be invited to participate in the evaluation process. Attention shall be given to the effectiveness of personnel, the quality of the academic programs, efficiency in utilization of existing resources, the research and service activities of the school, adequacy of physical facilities, long-range plans and objectives, adequacy of monetary support, and appropriateness of internal organization and communication. The report shall be presented to

the school faculty and filed by the Director with the appropriate Dean; a copy also shall be submitted to the VPAA, the CAA, and the President of the University.

SECTION H: PROPOSALS TO CREATE A NEW SCHOOL

X.H

The proposal to create a new school may originate with a group of faculty members or with the administration. Such proposals shall be submitted first to the appropriate Dean for referral to the proper college council or councils. Prior to submission of any proposals, a realistic resource requirement statement shall be submitted to the VPFA, who shall prepare a resource impact analysis of the proposal and request that FSBC/UBC review and comment on the analysis. The analysis shall accompany the proposal throughout the review process. Copies also shall be sent to the faculty members who will be affected.

The college council(s) shall hold hearings to discuss the proposed change. The Dean shall make a recommendation to the Undergraduate Council after receiving the advice of the appropriate college council(s). The original proposal and the recommendation of the Dean shall be submitted to the Undergraduate Council, which may choose to hold additional hearings before voting on the proposal.

The Undergraduate Council shall forward its recommendation to the Faculty Senate. Established procedures for implementing actions of the Senate shall be followed.