

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 appointment of a new Chair or reappointment of the current chair becomes necessary, a small ad hoc selection committee shall be elected by the department. This committee shall consult with the Dean to establish search and screening procedures that will allow broad participation in the selection process by 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 eligible faculty members to express a written opinion of each candidate;
3. for the nomination to the Dean and the VPAA of one or more persons strongly endorsed by the department and documenting the strengths and qualifications of each candidate;
4. for the Dean to consider all nominations, and to 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 have the opportunity, in consultation with the faculty of the department, to respond to any such questions or concerns before making a recommendation to the Dean. In the nomination process for a Chair, the incumbent Chair may be nominated.

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 where a Chair's term is interrupted (an absence of a semester or more) or is unfinished (a result of resignation, recall, or death), or in case of emergency, the Dean, in consultation with the VPAA and an ad hoc committee elected by the department, shall appoint an Acting Chair. In the case of an interrupted term, the department, by majority vote, shall determine if

it is in the best interests of the department to include the Chair's absence as a part of the Chair's term. In the case of an unfinished term or in interrupted terms where the departmental determination warrants it, the Acting Chair shall serve until such time as a permanent Chair is appointed on the basis of procedures described in the prior paragraph. The permanent Chair shall normally take office not 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 presumption of embarrassment or 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 unit. In case of brief absence from campus, the Chair may delegate these responsibilities to another faculty member. 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;
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, 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

The Chair's administration of the department shall be evaluated each year by an appropriate elected departmental committee. The committee shall submit a report and recommendations to the Dean with copies to the Chair and to the tenured and probationary faculty of the department. Taking into consideration the faculty's report and recommendations, the Dean shall discuss with the Chair the evaluation of the progress of the department under the leadership and direction of the Chair.

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 or by petition of two-fifths of the eligible faculty of the department. The petition shall clearly state why the recall is desired.

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. When recall is initiated by petition, the petitioners shall participate in such efforts at negotiation and reconciliation as the Dean may deem appropriate. If the petitioners' desire for recall persists, and also in those cases where recall has been initiated by the Dean, the Dean shall call and chair a meeting of the tenured and probationary faculty members of the department. After the issues have been discussed, the Dean shall put the matter of the Chair's recall to a secret vote. Recall shall be recommended to the VPAA when at least two-thirds of the eligible departmental faculty vote in favor of 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 any member of the University Community. Such proposals shall be submitted first to the departments involved and the appropriate Dean or Director for referral to the proper college or school council(s). 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 or school council(s) shall hold hearings to discuss the proposed change. Interested faculty members, students, and administrators may appear at such hearings. The Dean or Director shall make a recommendation to the Undergraduate Council after receiving the advice of the appropriate college or school council. The recommendation of each Dean or school Director, whether positive or negative, shall be forwarded, along with the original proposal, to the Undergraduate Council, which may choose to hold additional hearings before voting on the proposal. Recommendations of the Undergraduate Council that are approved by a vote of the Faculty Senate shall be transmitted by the Chair of the Faculty Senate to the President, who shall forward them to the Board of Trustees for approval, together with written statements of Presidential support or nonsupport for the recommendations.

Approval of a proposal that involves the relocation of faculty members may be given only after the faculty members concerned have had the opportunity to consider the proposal and to advise the several councils and administrators regarding their views. Whenever transfers of departments or the creation of a new department involve faculty members from more than one college or school, the academic Deans or Directors and college or school councils of all of the colleges and schools involved shall participate in the foregoing consultative procedure.