

**MEMORANDUM**

Date: October 24, 2017

To: Matthew Keefer  
Dean, College of Education and Human Services

From: David L. DiLalla  
Acting Co-Provost  
Associate Provost for Academic Administration

Re: Approval of Amended COEHS Operating Paper

I have reviewed amendments to the Operating Paper of the College of Education and Human Services. The amendment, which was limited to revision of the College's Mission Statement, was approved by College faculty on March 3, 2017, in keeping with extant amendment requirements. You endorsed the amendment as Dean and forwarded it to me for review on March 31, 2017.

As Acting Co-Provost, serving as Chancellor designee, I approve the amendments to the operating paper.

Please be reminded that the collective bargaining agreement (CBA) between the SIU Board of Trustees and the SIUC Faculty Association, IEA-NEA contains the following language.

*Section 3.02. Precedence of Agreement. If there is any conflict between the written terms of this Agreement and the terms of any individual contract of employment or any written Board policies, rules and regulations that may be in effect from time to time, the written terms of the Agreement, for its duration, shall be controlling as to bargaining unit Faculty.*

In addition, please be reminded that *Section 5.04.* of the CBA, *Amendment of Operating Papers*, requires that **all Faculty in the college receive a complete copy of the amended operating paper within thirty (30) days of approval of amendments or revisions.** The official approved version of the operating paper is being provided to you as an attachment to this memo, both as a Word document and as a PDF. Please use the MS Word as the base document for any future proposed amendments.

# OPERATING PAPER

College of Education and Human Services  
Southern Illinois University  
Carbondale

(Revised August 1976)  
(Amended May 1978; May 1979; April 1982)  
(Editorially Updated May 1983)  
(Amended May 1984)  
(Editorially Updated August 1989)  
(Amended April 1993)  
(Editorially Updated September 1997)  
Approved May, 2001  
(Name of College changed throughout July 2001)  
(Amended June 2005)  
Approved February 23, 2006  
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## THE COLLEGE OF EDUCATION AND HUMAN SERVICES

### I. MISSION STATEMENT

The College of Education and Human Services invests in student success through the science and innovative art of instruction, research, and community engagement by fostering lifelong inquiry, cultural responsiveness, professional development, ethical practice, and personal growth in each individual.

### II. PURPOSES AND FUNCTIONS

The College of Education and Human Services shall be responsible for education in the human services professions through undergraduate instructional programs; graduate instructional programs, in cooperation with the Graduate School; research and creative activities conducted under its auspices; and on- and off-campus services performed under its auspices. The College of Education and Human Services also shall be responsible for encouraging and supporting the intellectual and professional development of its members.

### III. GOVERNING PRINCIPLES

In accordance with the Laws of the State of Illinois and the Statutes of the Board of Trustees, and the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association, IEA/NEA (hereinafter referred to as the "Agreement"), the College of Education and Human Services shall exist and operate as an autonomous body in the conduct of its own affairs. Herein are established mechanisms by which the interests, needs and demands of professionals can be heard, debated, and accepted, revised or denied in a fashion befitting both an academic and a professional community.

The purposes and functions of the College are implemented and fulfilled by three types of organization:

#### A. The Office of the Dean

The Office of the Dean, comprising the central officers of the College, shall administer and coordinate activities of the College within the limits established by several all-University policy-making bodies.

#### B. College of Education and Human Services Committees

Elected representative Faculty committees shall act with the Office of the Dean to set policy governing the College of Education and Human Services.

C. Operating Units

The Operating Units of the College shall be the primary organizations by which the teaching, research and creative activities, and service functions of the College are performed. Academic qualifications of new Faculty related to program needs shall be determined at Operating Unit level. These units of professionals shall have the highest degree of autonomy. They shall define their own work, select their own members, and manage their own affairs within the policy limits established by the College of Education and Human Services, the Statutes of the University and the Board of Trustees, and the terms and conditions of the Agreement.

IV. MEMBERSHIP OF THE COLLEGE OF EDUCATION AND HUMAN SERVICES

A. Members of the College of Education and Human Services

1. Academic Appointees

College appointees with academic rank including those Faculty within the Bargaining Unit covered by the Agreement.

2. Central Officers

College appointees assigned to the Office of the Dean who are engaged primarily in coordinating and administering University and College policies.

3. Support Employees

College appointees, not included in the two categories above, such as those who hold civil service positions.

4. Students

Graduate and undergraduate students in good standing who are admitted to degree programs administered by a College of Education and Human Services instructional unit, except those included in any of the above categories.

B. Voting and Participation Eligibility for College Standing Committees

1. Faculty Voting and Participation Eligibility

Persons who are tenured and tenured-track faculty with appointments in the College of Education and Human Services who can attend meetings of College standing committees on a regular basis.

## 2. Student Voting Eligibility

### a. Undergraduate Students

Undergraduate students in good standing who are enrolled in and admitted to an instructional unit of the College of Education and Human Services. To be eligible to participate on a committee, students must carry a minimum of 12 hours during each of the regular semesters in which they serve.

### b. Graduate Students

Students who have been admitted to an advanced degree program of the College of Education and Human Services. To be eligible to serve on committees, graduate students must carry a minimum of 6 hours during each of the regular semesters in which service occurs.

### c. Students are excluded from any voting related to the College Operating Paper or any personal matters.

## 3. Proxy Voting

The elected committee member who will be absent from any standing committee meeting may choose a proxy for that meeting. The committee member should notify the committee chair of the proxy prior to the meeting. The proxy shall have all rights of the elected committee member for that meeting.

## V. ORGANIZATION FOR OPERATIONS

### A. Types of Operating Units within the College

1. Instructional Units are those that offer academic courses.
2. Support/Service Units are those components which are established to perform specific services, investigations, and activities other than academic courses.

### B. Jurisdiction of Operating Units

The Operating Unit shall have jurisdiction over internal matters pertaining to its own organization, management, and operation consonant with the University and College structure, and with the general principles of this Operating Paper and the Operating Unit's Operating Paper.

C. Membership in Operating Units

1. Members of the Operating Units

- a. All personnel assigned to the unit.
- b. All students in good standing who have been admitted to and are enrolled in a degree program administered by the unit.

2. Voting Members in Operating Units

- a. These members shall be eligible to submit and vote on amendments to the College Operating Paper, nominate and vote on Operating Unit representation to the College Advisory Committee and Academic Affairs Committee, and nominate and vote on college representation to the Faculty Senate and Graduate Council.
- b. All Faculty holding a tenure or tenure-track Faculty appointment of 0.5 or greater employed through the Carbondale campus shall be voting Faculty members as set forth above.
- c. Voting privileges in the Unit shall be determined by the Operating Papers of that Unit.
- d. Policies regarding unit voting privileges of students at both graduate and undergraduate levels shall be determined by the voting Faculty of each Operating Unit.
- e. Voting on tenure and promotion policies shall be limited to tenured and tenure-track Faculty. Voting on any issue affecting Faculty only (e.g., amendments to the College Operating Paper) shall be limited to tenured and tenure-track Faculty.

D. Officers of Operating Units

Each Operating Unit of the College is administered by an Operating Unit Chair/Director. The duties, terms of office, and methods of appointment and appraisal of the Operating Unit Chair/Director shall be reviewed periodically by the Dean with Operating Unit Faculty using standards and procedures described in Operating Unit Operating Papers and adhering to the guidelines set forth in Appendix A.

E. Committees of Operating Units

Each Operating Unit shall establish, define the duties of, and terminate such standing and special committees as deemed necessary and appropriate for carrying out the responsibilities of the unit.

F. Merit Process

Merit criteria and the process for awarding merit raises are established by each Operating Unit's Operating Papers.

VI. ORGANIZATION FOR RECOMMENDING POLICY

To deal with matters requiring College-wide consideration or adjudication, there shall be two standing committees: the Academic Affairs Committee and the College Advisory Committee.

A. The Academic Affairs Committee

1. Membership

- a. The Academic Affairs Committee shall consist of a Faculty member elected from each Operating Unit in the College, four graduate students, and two undergraduate students. Graduate and undergraduate students shall be in good standing and enrolled full-time in programs in the College of Education and Human Services.
- b. The Dean of the College of Education and Human Services or the Dean's designated representative shall serve as ex-officio member.

2. Functions and Responsibilities

- a. The Academic Affairs Committee shall set its own agenda, receive policy change recommendations, forward policy recommendations to the Dean, and organize its members in a manner that facilitates the work of the Committee and promotes the graduate and undergraduate programs and activities of the College.
- b. The Academic Affairs Committee shall have the responsibility for instructional, research and creative activities, and service activities related to undergraduate and graduate education in the College, including the following:
  - 1) Recommend to the Dean changes in the undergraduate and graduate curricula of the College, including changes in course numbers, catalog descriptions, prerequisites, credit hour designations, and the addition/deletion of courses

from the graduate and undergraduate catalogs.

- 2) Review periodically and recommend to the Dean continuation of or change in the research and creative activities, and service policies and practices of the College.
- 3) Exercise when necessary the prerogative of appointing ad hoc members or establishing ad hoc committees from among the Faculty and/or student body of the College to assist in the activities of the Committee.
- 4) Hear, consider, and make recommendations upon interdisciplinary and inter-Operating Unit graduate and undergraduate academic matters referred to the Committee. Serve as a student appeals agency for academic matters for the College. In this appellate capacity, all communications from the Committee, its sub-committees, and its members shall be privileged.
- 5) Recommend standards that are higher than, or not included in, the Graduate School statement of standards, for admission to, retention in, and graduation from all graduate programs in the College.
- 6) Recommend College-wide standards for admission to, retention in, and graduation from all undergraduate programs in the College.
- 7) Hear, consider, and make recommendations on other graduate and undergraduate academic matters referred to the Committee.

- c. The Academic Affairs Committee shall make reports of its activities to the Faculty and students at scheduled Operating Unit and College meetings.

## B. The College Advisory Committee

### 1. Membership

- a. The College Advisory Committee shall consist of a Faculty member elected from each Operating Unit in the College, three appointed graduate students, and three appointed undergraduate students. Graduate and undergraduate students shall be in good

standing and enrolled full-time in programs in the College of Education and Human Services.

- b. The Dean or the Dean's designated representative shall serve as an ex-officio member. The Dean or the Dean's designated representative shall be excluded during any discussion of, or voting on, the College Operating Paper, or at any time upon the majority vote of the Faculty membership on the Advisory Committee.

## 2. Functions and Responsibilities

- a. The Advisory Committee shall have the broad responsibility of serving as the general advisory committee to the Dean. Within this context the Committee shall:
  - 1) Provide advice on matters referred to it by the Dean, or offer advice and counsel on appropriate matters of interest to members of the College.
  - 2) Make recommendations to the Dean on specific matters relating to:
    - a) personnel policies and procedures of the College
    - b) interpretation of the College Operating Paper
    - c) periodic review of the College Operating Paper
    - d) act on amendments to College Operating Paper as outlined in Section IX
    - e) special studies of issues of interest to the College
    - f) special recognition awards for students, faculty, and graduates of the College
    - g) modifications of all policies, procedures or regulations pertaining to students.
  - 3) Serve as a student appeals agency on non-academic matters for the College. In this appellate capacity, all communications to the Committee, its sub-committees, and its members shall be privileged.
  - 4) Consider and forward to the Dean policy recommendations on issues brought to the committee by any Operating Unit.
    - a. The Advisory Committee shall conduct all elections and referenda as provided for in this Paper and shall, in conjunction with the Chancellor or the Chancellor's designated representative and pursuant to section VII. A of this paper, convene a search

committee in the event the Office of the Dean becomes vacant or is to become vacant.

- b. The Advisory Committee shall make reports of its activities at scheduled Operating Unit and College meetings.

C. Nominations, Elections, and Terms of Office

The Operating Units of the College shall be considered Faculty constituencies for purposes of nominating and electing Faculty members to two College standing committees: Academic Affairs and College Advisory.

There shall be one Faculty member from each of the Operating Units on each of the committees. A Faculty member shall be elected for a term of two years and cannot serve on more than one standing committee at one time. After two years of service on a committee, the member cannot be re-elected to the same committee until one year has elapsed.

All Faculty members of the standing committees shall be nominated and elected by their Operating Units.

The College Advisory Committee shall supervise the nominations and elections process as follows:

1. The College Advisory Committee shall notify each Operating Unit of the vacancies to be filled on the appropriate standing committee(s).
2. Using a list of names of eligible Faculty members provided to the Operating Unit by the College Advisory Committee, Faculty members of the Operating Unit shall nominate persons for service on the appropriate committee(s). Nominations and elections are conducted by a secret mail ballot at the direction of the Advisory Committee.
3. The College Advisory Committee shall count the nominating ballots and certify top two nominees in each Operating Unit for each vacancy to be voted upon in the election for the appropriate committee vacancy.
4. The College Advisory Committee shall prepare the ballots, conduct an election by mail, count the ballots, and publish the results to the Faculty.
5. The election process shall be completed by May 1 of each academic year.
6. Faculty members shall vote for only those candidates in their Operating Unit.

7. Results of the elections shall be kept on file in the Dean's Office.
8. If a Faculty vacancy occurs on a standing committee between elections, the vacancy shall be filled by a nomination and election process within that member's Operating Unit.

Each Operating Units of the College having undergraduate programs shall select two undergraduate students whose names shall be submitted to the College Advisory Committee no later than August 31. Each of the Operating Units of the College shall select one graduate student whose name shall be submitted to the College Advisory Committee no later than August 31. The College Advisory Committee then shall assign undergraduate and graduate students to a specific standing committee (College Advisory or Academic Affairs) of the College, based upon Operating Unit recommendations and/or interviews of the students conducted by the College Advisory Committee.

Student members on standing committees shall be appointed for one year only and are eligible for re-election for one successive year only. If a replacement is needed for a student, the Operating Unit from which the student was selected shall select another student.

D. Adoption of Robert's Rules of Order

The Academic Affairs Committee and College Advisory Committee shall use Robert's Rules of Order to conduct business.

## VII. ORGANIZATION FOR ADMINISTRATION

A. Appointment of the Dean

1. In the event the Office of the Dean becomes vacant or is to become vacant (such as with resignation effective at a specified date), each Operating Unit shall select a Faculty member to serve on a search committee.
2. Operating Units shall be provided the opportunity to nominate students for the search committee. The Advisory Committee shall select at least one undergraduate student and one graduate student from those nominated to serve on the search committee.
3. Operating Units shall be provided the opportunity to nominate external members for the search committee. The Advisory Committee shall select two external members from those nominated to serve on the search committee. One external member shall be a practicing educator and the other external member shall be a practicing social service professional.

4. In the selection of the student and external members of the search committee, the Advisory Committee shall seek to provide a balanced representation across the Operating Units.
5. Affirmative Action guidelines shall be adhered to in the selection process.
6. Additional ex-officio members of the search committee may be appointed by the Chancellor or the Chancellor's designated representative.
7. The search committee shall elect its own chair and shall act in accordance with applicable recruitment and hiring procedures affecting the College.
8. Review of the Dean shall be according to those principles outlined in the April 28, 2000 memorandum, Agreed Upon Principles Regarding the Periodic Review of Chairs and Deans, as attached and hereto incorporated as part of this Operating Paper as Appendix A.

B. Review of the Dean

1. The Vice Chancellor for Academic Affairs and Provost shall initiate a review of an individual Dean once every five years for that individual Dean by which the College faculty, in conjunction with other College constituency groups, submits a written review of the individual Dean.
2. If an individual Dean is going to be so reviewed in a given academic year, such Dean shall be so advised in writing by the Vice Chancellor.
3. The review shall be conducted by a review committee consisting of representatives of the constituency groups within the College, e.g., faculty, department chairs, AP's, and civil service, with the understanding that faculty will constitute a majority of the members of the review committee and that such faculty members will be elected.
4. The review committee, in consultation with the Vice Chancellor for Academic Affairs and Provost, shall specify the criteria and procedures used by the review committee.
5. The review committee's report shall include its supporting documentation, as well as the results of any vote taken on whether the Dean should continue to serve as Dean.
6. The individual Dean being reviewed shall be given an opportunity to meet with the review committee prior to the preparation of the written review.
7. The written review shall be submitted to the Dean being reviewed and such Dean shall be given an opportunity to respond before it is finalized

for submission to the Vice Chancellor for Academic Affairs and Provost.

8. Both the review prepared by the review committee and the Dean's response, if any, shall be submitted to the Vice Chancellor for Academic Affairs and Provost.
9. The Vice Chancellor for Academic Affairs and Provost and the review committee shall prepare a summary of the review, which summary may also include the Vice Chancellor for Academic Affairs and Provost's own review. Such summary shall be distributed to the members of all the constituency groups represented on the review committee.
10. If there is a dispute over the contents of the summary between the Vice Chancellor for Academic Affairs and Provost and a majority of the review committee, the following dispute resolution mechanism will be implemented: A three member committee will be established consisting of one SIUC employee holding faculty rank appointed by a majority of the review committee, one SIUC academic administrator appointed by the Vice Chancellor for Academic Affairs and Provost, and one SIUC employee holding faculty rank selected by the other two committee members. If the other two committee members cannot agree on the third member, that member shall be the Director of the SIUC Public Policy Institute or a SIUC employee holding faculty rank designated by the Director of the SIUC Public Policy Institute unless the approved Operating Paper designates the third member or another method for selecting the third member. The committee will render a final and binding decision on the contents of the summary within thirty (30) days after the third member is selected.
11. If requested by a majority of the review committee, the Vice Chancellor for Academic Affairs and Provost shall meet with the review committee to discuss what actions, if any, might be considered/taken as a result of the review.
12. Nothing herein is intended to preclude or prevent the Vice Chancellor for Academic Affairs and Provost from evaluating or assessing the performance of a Dean at any time.
13. Nothing herein is intended to preclude or prevent the faculty of individual Colleges requesting that the Vice Chancellor for Academic Affairs and Provost initiate a review of that College's Dean at any time, with the understanding that it would be up to the Vice Chancellor for Academic Affairs and Provost to decide whether or not to initiate a review.
14. Moreover, nothing herein is intended to interfere with the right of the Board to make decisions concerning the employment status of Deans.

C. Jurisdiction of the Dean

1. The Dean of the College of Education and Human Services is appointed by the Board of Trustees and is responsible to the Vice-Chancellor for Academic Affairs and Provost for the administration of University policy within the College. The Dean is the chief administrative officer and is charged with providing educational leadership throughout the College.
2. The Dean shall designate persons to assume administrative responsibilities during the Dean's absence.

D. Duties of the Dean and Administrative Staff

The duties of the Dean and members of the administrative staff are enumerated in the current College of Education and Human Services Faculty Handbook. These shall be reviewed at a minimum every three years by the College Advisory Committee and changes shall be presented to the Dean and the Faculty in the annual report of the College.

E. Selection of Associate Deans

1. Associate Deans shall be selected by the Dean of the College of Education and Human Services and shall serve at the Dean's discretion.
2. The Dean shall solicit suggestions and advice from the Advisory Committee in the selection process.

E. Selection and Retention of Operating Unit Chairs/Directors

1. Definition: An Operating Unit Chair/Director is a member of the Faculty appointed by the Dean of the College to serve as a Chair/Director to administer an Operating Unit within the College. The Chair/Director reports to the Dean on matters pertaining to curriculum, programs, and research and creative activities and all personnel within the unit, as well as being accountable for fiscal matters of the Operating Unit.
2. Qualifications: A candidate for the position of Chair/Director must be a Faculty member with the rank of associate professor or professor. Consideration should be given those who have demonstrated potential for providing professional and academic leadership for the unit.
3. Appointment: When a new Chair/Director for an Operating Unit is to be appointed, a search process should be initiated by the Dean so that the Faculty can have a strong voice in the selection process. The conditions of the appointment and the amount of assigned time for administrative duties

for each Chair/Director are to be established by the Dean of the College. In no case shall the Dean appoint a new Chair/Director without the consent of the majority of the voting Faculty in an Operating Unit.

4. Review of Chairs/Directors shall be according to those principles outlined in the April 28, 2000 memorandum, Agreed Upon Principles Regarding the Periodic Review of Chairs and Deans, as attached and hereto incorporated as Appendix A. In addition, the following principles apply:
  - a. Evaluative information should be sought from such others as would seem appropriate, including both graduate and undergraduate students, other Chairs/Directors of the College, alumni, and external consultants.
  - b. All procedures used by the Dean in the appointment and evaluation of the Chair/Director shall not be in conflict with an Operating Unit's Operating Paper.
  - c. Nothing in this section prohibits the Dean or Provost from obtaining the recommendation or vote of non-represented faculty in the choice and evaluation of a Chair/Director (or by extension, Deans). However, results of any such vote taken shall be announced to the Faculty of the Operating Unit. In Operating Units where Operating Papers specify that voting faculty and represented Faculty are the same group, this clause is moot.
5. Responsibilities: In fulfilling the responsibilities of Chair/Director, the highest value is placed on shared governance with the Faculty, fostering a maximum degree of Faculty involvement and collaboration in carrying out the affairs of the Operating Unit. As an administrative officer, the responsibilities of a Chair/Director include but are not necessarily restricted to the following:
  - a. Academic Programs: Using all available resources the Chair/Director has the responsibility to coordinate the overall teaching, curriculum development, research and creative activities, and service programs of the unit so as to accommodate students, staff and interests of the College.

The Chair/Director is responsible for ensuring that the Faculty reviews the Operating Unit curriculum and degree programs on a regular basis and recommends changes to assure that the Operating Unit offerings are cogent, that sufficient diversity is maintained, and that degree requirements are academically sound and competitive with other universities. The Chair/Director is responsible for approving and forwarding as appropriate curriculum changes and for scheduling classes as defined by the Faculty in the Operating Units.

The Chair/Director is responsible for ensuring that Faculty effort is directed toward research and creative activities, and service as defined by the Operating Unit's Operating Papers. The Chair/Director is responsible for reviewing and forwarding as appropriate all research and creative activities proposals and grant requests developed by Faculty, staff or students within the Operating Unit.

- b. Faculty: The Chair/Director is responsible for directing the recruitment, hiring, and orientation of new employees with the input and involvement of all Faculty within the Operating Unit. The Chair/Director is responsible for maintaining a quality program by insuring that broad based recruiting efforts are conducted by the Operating Unit when a position is available. In particular, the Chair/Director should make certain that Faculty replacements or additions are selected in a manner to assure the strongest possible program for the unit, and to see that affirmative action policies of the University are followed.

The Chair/Director shall support and encourage Faculty development and assist in providing opportunities for growth and high performance in teaching, research and creative activities, and other professional activities.

The Chair/Director is responsible for evaluating Faculty performance and making documented recommendations to the Dean for retention, tenure, promotion, and annual salary adjustments in accordance with the Operating Unit's Operating Paper. In all cases, the individual is to be provided a copy of the letter by which the Chair/Director's recommendation is conveyed.

- c. Student Relationships: The Chair/Director shall be responsible for directing development of procedures for broad based recruiting efforts for the most talented upperclass and graduate students available. Affirmative Action guidelines should be adhered to in the admission of students to programs, in the awarding of graduate

assistantships, and in recommending students for fellowships.

The Chair/Director shall be responsible for ensuring that the overall advisement function of the Operating Unit is maintained and for ensuring that procedures for handling student complaints and grievances have been established by the unit and that such procedures are properly followed.

- d. **Fiscal:** The Chair/Director shall be responsible for ensuring that the Operating Unit provides a priority for fiscal recommendations for both expanding and compressing programs as related to enrollment needs, research and creative activities requirements, and the University's statement of scope and mission. The Chair/Director is responsible for preparation of the budget recommendations of the Operating Unit with the input and involvement of Faculty within the unit, for monitoring expenditures from funds allocated to unit accounts and for ensuring that all financial transactions are in accordance with University policies.
- e. **Office Management:** The Chair/Director shall be responsible for managing the office function of the Operating Unit, which should include hiring, supervising, and evaluating staff personnel, establishing and maintaining an adequate file and record system, maintaining equipment, filing reports of unit inventory to property control, and requisitioning supplies. The Chair/Director shall ensure sufficient office staffing in service to the needs of the Faculty to assist in their responsibilities in carrying out the programs of the Operating Paper.
- f. **Public Relations:** The Chair/Director is responsible for representing the Operating Unit and its programs in the College, University and community-at-large. The Chair/Director provides leadership and is a spokesperson for the unit he or she administers.

### VIII. TENURE AND PROMOTION POLICIES AND PROCEDURES

The College of Education and Human Services shall operate within the statutes, policies, and procedures of the University pertaining to tenure and promotion. Nothing contained in the present document, or in the tenure and promotion documents of the various Operating Units of the College, is intended or allowed to abrogate these University statutes, policies, and procedures for tenure and promotion. The University statutes, policies and procedures provide the broad framework regarding tenure and promotion. College policies and procedures provide the overall policy for promotion and tenure decisions within this College. Operating Unit policies and procedures provide specific guidelines for tenure and promotion pertinent to the academic disciplines of those

operating units.

Conditions, criteria, and standards regarding tenure and promotion shall be defined by the Agreement and the Operating Unit's Operating Papers.

The standards for promotion across the academic ranks, as presented in the Employees Handbook, serve as the standards for promotion in the College of Education and Human Services.

A. Procedures for College Review of Candidates for Tenure and Promotion

**Specific Steps in the Tenure and Promotion Process.** To ensure that a thorough and fair assessment is made of all candidates for tenure and promotion, these specific steps shall be followed in the College of Education and Human Services in fulfilling all requirements of the Agreement and the Operating Unit's Operating Papers.

1. During the spring semester the Chairs/Directors shall meet with the Dean and the administrative staff concerning implementation of Operating Unit and College tenure and promotion procedures for the coming year. A specific effort is made to reach consensus on how dossiers are to be developed, including a common understanding as to the terms in the evaluation scales used to evaluate teaching, research and creative activities, and service activities.
2. A detailed and current account as to the specific tenure and promotion procedures used by an Operating Unit shall be specified in its Operating Paper and placed on file with the Dean.
3. Prior to November 1 tenure and promotion dossiers are developed in the various Operating Units for all candidates. Candidates shall be informed that the Chair/Director and Dean shall be available at any time in the process to discuss development of such dossiers.
4. Tenure and promotion dossiers shall be received by the Dean on November 1.
5. The College of Education and Human Services Promotion and Tenure committee shall review dossiers of all candidates within applicable time requirements.
6. Each member of the College of Education and Human Services Promotion and Tenure Committee shall make written recommendation to the Dean about each candidate. The recommendation includes a listing of strengths and weaknesses of each candidate and an indication as to whether or not tenure and/or promotion is recommended.

7. Each candidate and his or her Chair/Director shall be informed by the Dean of any information the Dean receives pertaining to the pending decision. When a final decision has been made, all details pertaining to that decision also shall be communicated to the candidate and Chair/Director.
8. Each candidate and the Chair/Director of that candidate shall receive a copy of the Dean's letter of recommendation no later than January 5.
9. The Chair/Director and the Dean shall confer with each candidate after the final decision is made. All applicable University appeal and grievance procedures are explained to the candidates, should the candidates express a need for such information.
10. Operating Units shall have an affirmative obligation to provide informative feedback to tenure and promotion candidates at every step of the tenure and promotion process.

B. Responsibilities of Operating Units in Tenure and Promotion

1. Each Operating Unit of the College of Education and Human Services shall develop specific guidelines for tenure and promotion in accordance with requirements of the Agreement. These guidelines must be approved by the Dean and by the Vice-Chancellor for Academic Affairs and Provost and stated in the unit's Operating Paper. The guidelines shall not abrogate the tenure and promotion policies and procedures of the College and of the University, nor the Agreement.
2. In preparing tenure and promotion dossiers, documentation concerning teaching, research and creative activities, and service shall be developed in accordance with instructions of the Vice-Chancellor for Academic Affairs and Provost.
3. Each candidate for tenure or promotion shall be informed by the Chair/Director as to the action taken by the Operating Unit and by the Chair/Director pertaining to the candidate's case.

C. Promotion and Tenure Committee Member Identification and Selection

Nominations for College of Education and Human Services Promotion and Tenure Committee shall be solicited annually from Operating Units by the College Advisory Committee in order to fill vacancies. From these nominations the College Advisory Committee makes recommendations for appointment by the Dean. This committee is representative of the various constituencies of the

College, as identified in the Operating Paper of the College. The committee also is selected in such a manner as to reflect appropriate representation with respect to rank, gender and race. Operating Unit Chairs/Directors and other administrators are not considered for committee membership. Upon appointment of the committee, the Dean informs the entire Faculty of the membership of the committee and of the process to be followed. Communication of individual committee members with tenure and promotion candidates or their sponsors pertaining to tenure or promotion is prohibited.

The basic criteria for use in identifying Faculty for membership on the Promotion and Tenure Committee, guidelines for committee composition, and recommended procedures for selecting members of the Promotion and Tenure Committee are:

1. Identification Criteria

- a. Tenure. Persons selected to serve on the College of Education and Human Services Promotion and Tenure Committee must be tenured in College of Education Operating Units.
- b. Teaching, Research and Creative Activities, and Service. Members of the Promotion and Tenure Committee shall demonstrate:
  - 1) A record of continuing excellence in teaching.
  - 2) An ongoing research and creative activities program, including continuous and current publication.
  - 3) Active participation in professional service activities.
- c. Willingness to Serve. Faculty identified for potential membership on the Promotion and Tenure Committee must indicate their willingness to serve on the Committee.
- d. Promotion Consideration. Persons under consideration for promotion shall not be considered for membership on the Promotion and Tenure Committee.

2. Committee Composition

- a. Operating Unit Representation. Each Operating Unit in the College of Education and Human Services shall have one representative on the Promotion and Tenure Committee.
- b. Membership Consideration. Operating Unit identification, Advisory Committee nomination, and Dean's selection of Faculty for membership on the Promotion and Tenure Committee shall follow

Affirmative Action guidelines.

- c. Rank Composition . The majority of the members of the Promotion and Tenure Committee shall hold the rank of Professor.
- d. Length of Term. Each member of the Promotion and Tenure Committee shall serve a term of two years. Membership on the Committee shall be rotated such that a portion of the members are carried-over from the first to the second year.

3. Procedures

- a. The process of identification of Faculty for membership on the Promotion and Tenure Committee shall begin in the Operating Units comprising the College of Education and Human Services. All persons meeting the basic criteria for membership on the Committee shall be identified through appropriate unit action (e.g., through the action of an internal committee of the unit). With respect to the definition and documentation of continuing excellence in teaching, ongoing research and creative activities programs including continuous and current publication, and participation in professional service activities, Operating Units shall make use of the standards and criteria sections of the Employees Handbook, College of Education and Human Services Faculty Handbook and the Operating Unit's Operating Paper.
- b. Chairs/Directors shall assure the process of identification of persons meeting the basic criteria for membership on the Promotion and Tenure Committee. Not later than the first Monday of March of each academic year, each Chair/Director shall transmit to the Dean's ex officio representative to the Advisory Committee a listing of Faculty who have been identified as potential nominees to the Promotion and Tenure Committee.
- c. The College of Education and Human Services Advisory Committee shall nominate from the names of Faculty submitted for membership on the Promotion and Tenure Committee, a slate of two nominees from each Operating Unit for which vacancies exist. The Advisory Committee shall attend to the Committee Composition section (VIII C2) of this document in completing the nomination process.

- d. The College of Education and Human Services Advisory Committee shall transmit to the Dean of the College its slate of nominees for the Promotion and Tenure Committee. This shall occur not later than the first Monday of May of each academic year.
- e. The Dean of the College shall have responsibility for reviewing the slate of Faculty nominees transmitted by the Advisory Committee and for selecting those persons who shall comprise the Promotion and Tenure Committee. The Dean shall notify the Promotion and Tenure Committee nominees concerning their selection for membership on the Committee. Additionally, the Dean shall make other appropriate announcements concerning the composition of the Promotion and Tenure Committee.

## IX. AMENDMENTS

An amendment to the College Operating Paper may be proposed by a majority vote of the Faculty members of the College Advisory Committee and subsequent approval by the Dean. The following policies and procedures shall be followed in amending the College Operating Paper:

- A. Any Faculty member in the college, or one identified in Section V.C.2--Voting Members in Instructional Units--may propose an amendment to the Operating Paper by submitting it in writing to the College Advisory Committee.
  - 1. The proposed amendment shall be introduced as a motion and debated at the next scheduled meeting.
  - 2. A proposed amendment must be passed by a simple majority of eligible voting members of the College Advisory Committee.
  - 3. Proposed amendments shall be submitted to the Dean for review. A meeting shall be arranged between the Dean and the College Advisory Committee to resolve any differences.
  - 4. Proposed amendments that have been accepted by the College Advisory Committee and the Dean are then scheduled for a vote by the eligible voting Faculty of the College. Proposed amendments must be presented in writing at least 15 days prior to the date of the vote.
  - 5. A secret mail ballot shall be used for voting. A proposed amendment must be affirmed by two-thirds of the votes cast.
- B. Any College of Education and Human Services Faculty member(s) may propose an amendment to the Operating Paper. To propose this amendment the

individual(s) must gather the names and signatures of one-third of the College Faculty. Then the proposed amendment shall be submitted to the Dean.

## APPENDIX A

## OPERATING UNIT CHAIR/DIRECTOR REVIEW

The following concepts concerning the review of Chairs/Directors shall be used as the basis for completing the College Operating Papers that have not yet been approved or for possible amendment to those Operating Papers that have already been approved, but they shall not be incorporated into the parties' collective bargaining agreement or be subject to the grievance and arbitration procedure of the parties' collective bargaining agreement.

1. The Dean shall initiate a review once every three years for that individual Chair/Director.
2. If an individual Chair/Director is going to be so reviewed in a given academic year, such Chair/Director shall be advised in writing by the Dean.
3. The review shall be conducted by a review committee elected by the faculty of the department or by the faculty acting as a committee of the whole.
4. The criteria and procedures used for the review shall be either those already established in the departmental Operating Paper, or shall be established by the review committee in consultation with the Dean.
5. The individual Chair/Director being reviewed may be given an opportunity to meet with the review committee prior to the preparation of the written review.
6. The review committee's written review shall include a recommendation on retention or non-retention, all documentation collected during the review, as well as results of any vote taken on whether the Chair/Director should continue as Chair/Director.
7. The written review shall be submitted to the Dean, and simultaneously copies to the Chair/Director who shall be given an opportunity to submit a response to the Dean.
8. It is anticipated that the Dean will accept the recommendation of the review committee on retention or non-retention;. If the Dean determines that he/she cannot accept the review committee's recommendation, the Dean shall meet with the department faculty within two weeks to discuss his/her specific reasons and what actions, if any, might be considered/taken as a result of the review. If there is no agreed upon course of action following this meeting and the Dean decides to retain the Chair/Director, the Dean will initiate another review of the Chair/Director in the following year in accordance with the review process set forth in the applicable departmental Operating Paper.
9. Nothing herein is intended to preclude or prevent the Dean from evaluating or assessing the performance of a Chair/Director at any time.

10. Nothing herein is intended to preclude or prevent the faculty of individual Departments from requesting that the Dean initiate a review of that Chair at any time. If a majority of the faculty in a department petition for a review, such a review shall be initiated.
11. Moreover, nothing herein is intended to interfere with the right of the Board to make decisions concerning the employment status of Chairs/Directors.