

OPERATING PAPERS

COLLEGE OF ARTS AND SCIENCES

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ARTICLE I: MISSION AND ORGANIZATION

Section 1. Mission Statement

In support of the College of Arts and Sciences Mission and the University Statement of Mission, the College of Arts and Sciences is committed to creating a journey of intellectual transformation in which students explore diversity of ideas, experiences, and people. Fulfillment of the mission is through experiential learning in its broadest and most holistic sense.

Section 2. Shared Governance

The College of Arts and Sciences is committed to shared governance. Shared governance is the collaborative effort of all faculty of the College toward interpreting and achieving the university mission. The strengths of all constituents are acknowledged and respected, and all strive for a clear and common understanding of their respective contributions to decision-making.

While it is understood that some decisions are the sole or ultimate responsibility of a single constituent, and that specific authority is often established by either policy or charge, the College remains continuously invested in shared governance, and makes every effort to provide the appropriate input needed to ensure the best outcomes. When authority and responsibility for decision-making rest in separate constituencies, reasonable efforts are made to communicate across constituencies during the decision-making process. Whenever there is shared authority and responsibility for a decision, the precise nature of that sharing, whenever not already designated by policy or charge, should be negotiated in good faith and agreed upon by involved constituencies.

Because it takes full advantage of the collective expertise and diverse experiences of all constituents, shared governance maximizes the quality of decision-making, reinforces the collective value of all members of the academic community, and encourages shared ownership of and responsibility for SIUE's mission, vision, and values.

Section 3. Organization of the College

The College of Arts and Sciences includes:

The Departments of
Anthropology
Art and Design
Biological Sciences
Chemistry
English Language and Literature
Foreign Languages and Literature
Geography
Historical Studies

Mass Communications
Mathematics and Statistics
Music
Philosophy
Physics
Political Science
Public Administration and Policy Analysis
Social Work
Sociology and Criminal Justice Studies
Speech Communication
Theater and Dance

Programs

Bachelor of Liberal Studies Program
Economics Program
Environmental Sciences Program

Interdisciplinary Minors

African Studies, Asian Studies, Black Studies, Classical Studies, Environmental Studies, European Studies, Forensic Science, Latin American Studies, Native American Studies, Peace and International Studies, Pre-Law, Religious Studies, Women's Studies

Public Service Units

The University Museum

Section 4. General Organization

The Dean administers the College of Arts and Sciences with the assistance of Associate Deans whose duties are prescribed by the Dean. Throughout this document the term "Dean" is understood to include "Acting Dean" and "Dean pro tem."

A Chair or Program Director administers each academic unit in the College of Arts and Sciences. The standing administrative council is the Chairs and Directors Council.

The CAS Congress works collaboratively with the Deans to create policies which impact faculty welfare and the curriculum of the college. The CAS congress consists of the Congress Leadership Council and the following standing committees: Curriculum, Elections, Policies, Promotion and Tenure, Review, Sabbatical and Awards.

ARTICLE II: THE FACULTY

Section 1. Faculty of the College of Arts and Sciences

The College of Arts and Sciences is constituted by faculty, staff and students. The faculty consists of those holding academic rank of Distinguished Research Professor, Professor, Associate Professor, Assistant Professor, Instructor or Lecturer. Visiting, Distinguished Research Professor, Emeritus or Emerita personnel holding academic rank are also considered faculty.

Section 2. Voting Faculty

- A. Only Tenured and Tenure-track faculty are voting faculty in the College. The Dean and Associate Deans are tenured voting faculty of the College.
- B. Faculty eligible for voting remain voting members when on sabbatical, professional development leave, family medical leave, or leave of absence without pay, although these voting members are not counted when determining quorum.
- C. The following categories of faculty are not eligible to vote:
 - Faculty on visiting appointments
 - Emeritus or Emerita faculty
 - Lecturers
 - Instructors
- D. At the beginning of the Fall semester, and at other times as warranted by new appointments, the Elections Committee will be responsible for compiling or amending a list of voting faculty with the assistance of the Office of the Dean. Individuals may appeal a negative judgment on voting eligibility to the Elections Committee.
- E. The provisions of this section apply only to the eligibility to vote on College-level matters. Department operating papers determine voting at the Department level, however, only tenured and tenure-track faculty may vote on issues involving curriculum and personnel.

ARTICLE III: FACULTY MEETINGS

Section 1. Annual Gathering

- A. An annual gathering of the College faculty shall be held early in the Fall Semester of each academic year. The Dean shall provide a State of the College address at this gathering and may also invite other University officials to address the College. The President of the Congress Leadership Council shall provide a report of the CAS

Congress.

B. If any substantive business, which requires the deliberation or vote of the College faculty, is to occur at the Annual Gathering then a Business Meeting must also be called for that date.

Section 2. Business Meetings

A. Business meetings may be used as a part of shared governance in the College. Business meetings of the College faculty must be called whenever the opinion, deliberation, or vote of the College faculty is desired, mandated, or as otherwise required under these Operating Papers.

B. Changes to policies not included in the Operating Papers but regarding faculty welfare, specifically though not limited to College Promotion and Tenure and Annual Review guidelines, shall be governed by processes developed through collaboration between the Deans' office and the CAS Congress.

C. Business meetings may be called by the Dean, or at the request of the Chairs and Directors Council, the CAS Congress, the Dean Selection Committee, any Standing Committee of the College Faculty, any *ad hoc* committee constituted under the procedures outlined in Article IV, or by 25 members of the voting faculty of the College.

D. A call for a Business meeting shall be made at least ten working days in advance of the meeting. Business meetings may not be held during summer term, when the University is closed, during the days of final examinations, and during the week prior to final examinations

Section 3. Business Meeting Requirements

A. Agenda

The agenda for a business meeting shall include actionable items. A written agenda, including the statement of the actionable item, for any business meeting shall be circulated to all faculty at least ten working days prior to the meeting. Preparation and circulation of the agenda shall be the responsibility of the Dean or the group requesting a business meeting.

B. Conducting Meetings

1. The presiding officer at all meetings shall be the Dean of the College or a designated representative of the Dean. All meetings shall be conducted in accordance with Roberts Rules of Order except when such rules conflict with the provisions of these Operating Papers.
2. Altering an actionable item proposed by the group calling the meeting

requires the approval of a simple majority of the voting faculty present at the business meeting.

C. Minutes

1. Minutes shall be taken during business meetings. These minutes should reflect both the agenda and the deliberation and opinions expressed at the business meetings.
2. It shall be the responsibility of the individual or group requesting a business meeting to prepare and circulate the minutes.
3. Minutes of all annual or business meetings of the faculty shall be circulated to all College faculty no later than seven working days following the close of the meeting period.

D. Voting

When a business meeting results in an actionable item that requires a vote, voting procedures will take place in the following way:

1. Voting shall be restricted to voting members of the faculty as defined in these Operating Papers.
2. The vote shall be by secret ballot and opened to all voting members of the College after the minutes have been distributed. This voting will occur electronically. Electronic voting must be open and available to voting faculty for a minimum of three working days.
3. In order to be valid, one-fourth of the voting members of the College must cast a vote. Should this voting quorum not be met, then the item under consideration fails and the status quo remains. If the voting quorum is met, then more than half of the votes cast must approve the actionable item in order for the item to pass.

ARTICLE IV: CAS CONGRESS AND COUNCILS

Section 1. Purpose of the CAS Congress

A congress structure is established to open communication and share decision making regarding issues related to promotion and tenure, curriculum, policies, administrative review, faculty welfare and other matters in consonance with the operating papers of the University.

The CAS Congress commits itself to:

- Working together with the Dean and Dean Staff to create a meaningful process of cooperative decision-making;
- Pursuing creative methods that enhance the teaching, service and scholarly activities of the faculty;
- Engaging in discussions of issues of concern to the college.

Section 2. Congress Membership

The Congress shall consist of 56 members chosen from the voting faculty of the College of Arts and Sciences.

A. Department members

1. The Congress shall include two members from each Department, to be selected by the Department according to its operating papers. Departments shall forward the names to the Congress Leadership Council by April 1st. Departments, with the vote of their whole faculty, may petition the Congress Leadership Council, no later than March 1st of each year, to submit only one name to be part of the Congress. In this case, the at-large members shall increase in direct proportion to the subtracted members. If the Departments wish to eliminate the exemption, they may do so in writing by March 1st.

B. At Large members

1. There shall be at least 18 at-large members who shall be considered identical in all aspects to department members, except by their selection to the Congress.

2. The Elections Committee shall conduct nominations and elections for At-Large members. Nominations may come from among the Voting Members. All voting members may vote for at-large members. There may be no more than two at-large members from the same Department. Any ties in voting for the final at-large member will be decided by a coin-toss.

3. Vacancy of Congress Membership, either temporary or permanent, shall be filled by the Department using procedures the Department deems best.

4. Elections for at-large members shall take place by April 1st and shall be held by the Elections Committee. Once these elections occur, the full composition of the Congress will be disseminated by the Elections Committee to the College by April 15th each year.

C. Term Length and Limits

1. Term Length for all members is three years.
2. Term Limits for Congress Members shall be determined by each Department, but they are recommended not to exceed two consecutive terms. Members may always choose to serve one term.
3. Terms will be staggered such that the first year of the Congress, 1/3 of the congress members shall serve 1 year terms, 1/3 shall serve 2 years terms and 1/3 shall serve three year terms. Term length the first year shall be decided randomly by the Elections Committee.

Section 3. Congress Leadership Council

A. Membership

1. The Leadership Council shall have two officers: a President and President-elect/secretary of the CAS Congress. Both officers are members of the Congress and serve on Standing Committees, although they may not be chair of those committees.
2. The Leadership Council shall be composed of eight members from the congress: the six chairs of the Standing Committees and the President and President-elect.

B. Elections

1. By the end of the spring semester, the Congress shall elect from among its own members the President-elect of the Leadership Council by secret ballot run by the Elections committee. The President-elect will serve one year as secretary then the following year as President. A voting member may not be re-elected as President of CAS Congress during their term in Congress.

C. The Duties of the Leadership Council are as follows:

1. Meet at least monthly with the CAS Dean.
2. Set the date, the agenda and run the meeting(s) of the Congress. Only the Leadership Council can convene the Congress. The Congress must be convened at least once a semester.
3. Disseminate minutes from the Congress meeting to CAS faculty no later than 5 working days after the meeting.
4. Create Ad Hoc Committees as needed to help the Congress or a Standing

Committee conduct and complete its business. These Ad Hoc committees are internal to the Congress and are not the same as the Ad Hoc Committees specified in this Article.

5. Except where explicitly stated otherwise, the Leadership Council will decide how to populate each Standing Committee based on workload, fairness, and member interest. Membership on committees can be revisited during the year, but should reflect the wishes of affected Congress members. The reassignment of members midyear should be a rare event and will require the approval of the Congress.
6. Establish public forums for CAS faculty twice yearly (Fall and Spring semesters). The purpose of the forums is to solicit input and encourage dialogue on issues of concern to faculty. The issues discussed in the Public Forums will be determined by the Faculty Survey, administered and analyzed by the Policies Committee. The survey will use both qualitative and quantitative measures to identify the top issues of concern for the present year. The outcome of such Public Forums is discussion, problem-solving, and informal recommendations to the Council to share with the Dean's Office. To assure the productivity of the Public Forums, actual recommendations for each identified issue is the strongly encouraged outcome. The Fall forum will discuss the results of the Faculty Survey and identify issues to be addressed. The Spring forum, among other issues, will discuss progress on the issues. Public Forums shall not replace annual gatherings or business meetings.
7. Provide an electronic newsletter each semester informing the faculty of Congress business.

Section 4. Meetings of Congress

A. Agenda

1. Only the Congress Leadership Council may set the date for the semester meeting of the Congress.
2. The agenda must be public for a week prior to the meeting.
3. Reports from each committee, including the Leadership Council, are expected at the meeting.
4. The agenda must allow time for Congress Members to share news, concerns, and events with the full Congress.
5. Any member of the University Community may address the CAS Congress during a required Public Forum portion of the agenda. Rules for recognition,

speaking time, and total forum time shall be published in each agenda.

B. Quorum and Meeting rules

1. There shall be a traditional meeting time of the Congress so that class schedules, meetings, and other obligations can be adjusted at the department level to allow at least one Congress member from the department to attend meetings.
2. Congress shall meet at least once a semester during the academic year. The Congress may choose to meet again during the same semester by a simple majority vote at the Congress meeting.
3. Each department is allowed one vote. The department will designate who is the voting member prior to the meeting. Other Congress members from departments are encouraged to attend and contribute at the Congress, but may not vote.
4. Quorum for voting shall be set at 50%+1 of the Congress Voting Membership (with 19 departments, quorum is 11 departments represented).
5. The President shall lead council meetings.

Section 5. Standing Committees

There shall be six Standing Committees constituted by members of the CAS Congress and each committee is to elect a chair by the end of the Spring semester that will serve for the following academic year. Members of committees shall recuse themselves from any discussion or vote on an issue if they have a conflict of interest and from voting on issues which impact their departments (e.g. Curriculum) or members of their department (e.g. P&T), though members may provide information at the meeting.

While the chairs of the Committees are responsible for reporting the committees' findings at the regular meetings of the CAS Congress, the chairs and all committee members shall maintain the confidentiality of the committees' deliberations.

Other than the Promotion and Tenure and Curriculum Committees, Standing Committees may add members as needed to ensure efficient and timely conducting of business, and adequate representation across disciplines. If a majority of the committee determines additional members should be added, the committee chair can request suggestions from the Dean, Congress, and/or Department Chairs, and appoint such members from those put-forward. The additional members' term will end once the business is complete. The additional committee members are not Congress Members.

A. Curriculum Committee

1. Membership

- a. There shall be 19 members of the Curriculum Committee which shall be composed of voting faculty drawn from each academic department of the College and divided into subcommittees.

If a department petitions to send only one name forward to be part of the Congress, the Curriculum committee may choose an additional member from the at-large members. Yet the at-large members must come from one of the other departments comprising that subcommittee and there can be no more than two members from the same department.

- b. There shall be two subcommittees as shown below. These subcommittees may further subdivide at their discretion.

Subcommittee 1

Art & Design, Music, Philosophy, Theater and Dance, English Language and Literature, Foreign Languages and Literature, Mass Communication, Speech Communication, Historical Studies.

Subcommittee 2

Biological Sciences, Chemistry, Mathematics and Statistics, Physics, Anthropology, Geography, PAPA, Political Science, Social Work, Sociology and Criminal Justice Studies.

2. Duties

The Curriculum Committee, meeting as a committee of the whole or through the agency of its subcommittees, shall:

- a. Examine and discuss all proposals having to do with adoption, revision, or elimination of courses and curricula.
- b. Review proposals for program and degree changes and the addition of new majors and minors.
- c. Work with the appropriate Associate Dean and the University General Education Committee with regard to matters of General Education that are of concern to the College.
- d. The Subcommittee member from the department submitting a proposal

may not vote on that proposal but may provide input and answer questions from other Subcommittee members.

B. Elections Committee

1. Membership and Duties

- a. There shall be three members on the Elections Committee
- b. They supervise and conduct elections, including but not limited to, elections on behalf of Faculty Congress, CAS Congress and selection of the Dean.
- c. They compile a list of all College Faculty eligible to vote at the beginning of every Fall semester or as necessary and make decisions about voting faculty when appeals of negative judgment of voting eligibility are made.

C. Policies Committee

1. Membership and Duties

- a. There shall be 5 members to serve on the Policies Committee.
- b. They conduct reviews of the CAS Operating Papers, and of other policies of the College, as requested by the Dean or the faculty, or as the Committee deems appropriate.
- c. They formulate changes and amendments to the Operating Papers or policies as requested by the Dean or the faculty, or as the Committee deems appropriate.
- d. They formulate new policies and procedures, as requested by the Dean or the faculty, or as the Committee deems appropriate.
- e. They conduct a review of Operating Papers every 3 years, in conjunction with the Dean and the Chairs and Directors' Council, to assure that the papers are in alignment with current procedures.
- f. They determine the appropriate presiding officer of any meeting when there is a conflict of interest.
- g. They create, administer, and analyze an Annual Faculty Survey in the

Fall semester. This survey shall including both qualitative and quantitative measures to identify Faculty issues and concerns as discussed under Section 3 of this Article.

D. Promotion and Tenure Committee

1. Membership

- a. There shall be 19 tenured members of the Promotion and Tenure Committee which shall be composed of voting faculty drawn from each academic Department of the College and divided into at least two subcommittees.

If a Department petitions to send only one name forward to be part of the Congress, that member shall serve on the Promotion and Tenure committee, and thus, shall be a tenured member from the Department.

- b. There shall be two subcommittees as shown below. These subcommittees may further subdivide at their discretion.

Subcommittee 1

Art & Design, Music, Philosophy, Theater and Dance, English Language and Literature, Foreign Languages and Literature, Mass Communication, Speech Communication, Historical Studies

Subcommittee 2

Biological Sciences, Chemistry, Mathematics and Statistics, Physics, Anthropology, Geography, PAPA, Political Science, Social Work, Sociology and Criminal Justice Studies

- c. Each Subcommittee shall include both Associate Professors and Professors whenever possible.

2. Duties

- a. Each Subcommittee shall review midpoint-to-tenure, tenure, and promotion dossiers submitted by Departments within their purview.
- b. The only criteria the Committee may consider are CAS criteria and the applicant's Departmental criteria.
- c. The Chair of the Committee or Subcommittee shall write a letter to the Dean, copied to the applicant and the Department Chair, stating both the rankings in the three areas of review and the recommendation regarding

promotion/tenure, as per the Faculty Handbook.

- d. Members must recuse themselves from the entire discussion and voting regarding their own dossier or the dossier of anyone with whom they have a personal conflict of interest. A personal conflict of interest exists when a relationship between two parties creates a real or apparent bias in the evaluation process. Such relationships may be romantic, familial, or financial (as when one party will significantly benefit or suffer financially from a promotion/tenure decision). In cases of significant scholarly collaboration between the parties (such as co-authorship of research, mentorship, or graduate advisement), that collaboration must be declared to the Promotion and Tenure Subcommittee by the committee member. The Promotion and Tenure Subcommittee should then decide if the nature of the collaboration represents conflict of interest or not, and then add the results and actions of this decision to their written report.
- e. A member cannot participate in the formal review of a dossier from her/his own Department, nor vote on the Subcommittee's recommendation. However, s/he may act in an advisory capacity to the rest of the group.

E. Review Committee

A. Membership and Duties

- a. There shall be 3 members to serve on the Reviews Committee
- b. They constitute the Annual Review Committee as specified in Article 5 of this document.
- c. They conduct triennial reviews of Associate Deans for the Dean.
- d. They create and administer review questionnaires about the Dean and Associate Deans to be asked to the faculty and staff.
- e. They summarize and report the data they collect as specified in Article V.

F. Sabbatical and Awards Committee

1. Membership and Duties

- a. There shall be 7 members to serve on the Sabbatical and Awards

Committee

- b. The Committee shall review and report to the Dean applications for sabbatical leave. The Committee's duty is to support CAS faculty by offering suggestions that will strengthen each application and increase its likelihood of being approved. The criteria for the evaluation of sabbatical applications are listed on the Office of the Provost website: <http://www.siu.edu/provost/fhb/7-12.shtml>
- c. The Committee shall review applications for the Hoppe Award and submit to the Graduate School a narrative evaluation of each application, along with a ranking of the proposals. The criteria for the evaluation of applications are listed on the Office of Research and Projects website.
- d. The Committee shall review applications for the Vaughnie Lindsay New Investigator Award and submit to the Graduate School a narrative evaluation of each application. The criteria for evaluations of applications are listed on the Office of Research and Projects website:
<http://www.siu.edu/orp/internalgrants/newinvestigator.shtml>
- e. The Committee shall be responsible for reviewing applications for other awards when requested.

Section 6. *Ad hoc* Committees

Ad hoc committees will be convened for a specific period and to complete a specific task that is outside the realm of responsibility of the CAS Congress. Once that task is completed, the *ad hoc* committee must be dissolved. The reports and recommendations of the *ad hoc* committee shall be submitted to the Dean's Office and made available to faculty if requested.

A. Creation

1. *Ad hoc* committees may be convened at the request of the Dean. Further, the Congress Leadership Council may request that the Dean convene such a committee.
2. Standing Committees may request *ad hoc* committees to the Congress Leadership Council when there is a need that does not fall directly under its charge or the charge of its subcommittees and that need is greater than adding additional members can meet.

B. Membership

1. The Congress Leadership Council shall nominate eligible faculty or staff to serve on the *ad hoc* committee. The Dean may also recommend faculty or staff. The Dean will then select the *ad hoc* committee members off of the list forwarded by the Congress Leadership Council.
2. The Dean may add one member of the Dean's office to any *ad hoc* committee in a voting capacity.
3. The *ad hoc* committee shall be chosen to reflect the diversity in rank and departments of CAS.

Section 7. Chairs and Directors' Council

A. Membership and term of office

All members of the Chairs and Directors' Council shall serve in an ex-officio capacity. The Chairs and Directors' Council shall consist of the Dean, Associate Deans, other College Officials, and each of the Chairs of the academic departments and Directors of programs included in the College.

B. Leadership

The Dean shall chair the Chairs and Directors' Council. In the absence of the Dean, the Dean's designated representative shall chair the Council.

C. Responsibilities

1. The Chairs and Directors' Council shall work to promote efficient administration and creative leadership using careful communication, problem-solving, and coordination with respect to College activities and procedures and the implementation of University and College policy.
2. An essential function of the Chairs and Directors' Council shall be the detailed and accurate transmission of information from the administration to the faculty and the detailed and accurate transmission of information and faculty sentiment from the faculty to the administration through the agency of the Chairs and Directors' Council and the Dean.
3. Through discussion of essential academic matters relating to programs, courses, academic policies, faculty welfare, and department administration the Chairs and Directors' Council may forward issues to the Congress Leadership Council of the College for discussion and policy modification or formulation.

4. The Chairs and Directors' Council shall meet to discuss and solve problems of administrative coordination and to foster communication relating to University and College policies and the coordination of College activities.

D. Meetings

The Chairs and Directors' Council shall meet on a regular basis.

ARTICLE V: OFFICERS OF THE COLLEGE

Section 1. The Dean

A. Primary Roles and Responsibilities of the Dean

The Dean of the College of Arts and Sciences is tenured in one of the academic departments of the College. The Dean is the chief academic and administrative officer of the College, is the fiscal officer of the College, and has general responsibility for supervision and operation of the College. The Dean reports to the Provost and Vice Chancellor for Academic Affairs. The Dean has the primary responsibility for:

- Ensuring that the College strives to fulfill the mission of the University
- Providing academic leadership and for the administration and review of academic programs, departments, and other units within the College
- Ensuring that College and Department Operating Papers and policies are followed
- Providing development opportunities for chairs, faculty, and staff within the College
- Maintaining and improving the facilities and equipment of the College
- Maintaining the records of the College
- Making personnel decisions including hiring faculty
- Fostering diversity and an environment characterized by fairness and sensitivity
- Promoting shared governance, collaboration, openness, and collegiality
- Supporting the teaching, scholarship, and service activity of College faculty
- Establishing and reporting the budget of the College
- Providing strategic planning that includes the allocation of resources
- Providing quality academic courses and programs and the use of space within the College.
- Ensuring safety procedures are communicated and followed
- Advising and mentoring of students
- Maintaining open communication with faculty, staff, and students within the College
- Advocating for and representing the College to the administration and other University bodies
- Promoting and representing the College to external constituents
- Serving as a principal fundraiser for the College
- Assigning the duties of the Associate Deans to best serve the needs of the College

- Presiding at meetings and attending meetings as appropriate within policy and in the best interests of the College
- Attending functions and events as the representative of the College
- Working with College committees and faculty to further the best interests of the College
- Reviewing curricular changes and course schedules as needed to maintain high quality programs
- Supervising of the budget to ensure its most effective use in the best interests of the College
- Consulting with department chairs both as a group and as individuals as necessary
- Attending a department meeting with each academic unit at least once per year to facilitate communication
- Meeting with individual faculty as needed to resolve issues that arise
- Meeting with accreditation teams as necessary
- Participating in the program review process
- Reviewing needs related to course schedules and ensuring fair and equitable teaching loads
- Holding an annual evaluation conference with each department Chair
- Submitting recommendations on promotion, tenure, sabbaticals, salary and other relevant personnel matters to the Provost and Vice for Academic Affairs in accordance with policy and procedure
- Communicating with the College regularly and on issues of importance
- Working to identify and resolve significant issues confronting the College
- Recognizing, rewarding, and facilitating the work of faculty and staff
- Meeting with alumni and potential donors to further fund raising activities

B. Selection, Evaluation and Retention of the Dean¹

1. Selection, evaluation, and retention of the Dean shall be conducted in accordance with the American Association of University Professors (AAUP) *Statement on Government of Colleges and Universities*, in particular, the statement on *Faculty Participation in the Selection, Evaluation, and Retention of Administrators* (AAUP Policy Documents and Reports, 10th Edition (Redbook), 2006, p. 145): The AAUP Statement is based on “the conviction that interdependence, communication, and joint action among the constituents of a college or university enhance the institution’s ability to solve educational problems.” The AAUP Statement asserts the expectation that “faculty members contribute significantly to judgments and decisions regarding the retention or non-retention of the administrators whom they have helped select.”

Selection, evaluation, and retention of the Dean shall be conducted by means of

¹ In the event of a conflict or discrepancy between the procedures outlined in this Section and SIUE Policies 2B1 and 2B3 regarding the Selection and Evaluation of Deans, SIUE Policy shall prevail.

cooperation between the Dean Search Advisory Committee or Review Committee or Quadrennial Review Committee, the Provost, and the Chancellor. The selection and retention of Deans shall be the responsibility of the Chancellor, in consultation with a) the Provost, and b) the faculty and other members of those Committees that conduct the selection and evaluation.

2. The evaluation process shall be conducted with sensitivity to the personal and professional vulnerability under which it places the Dean. The effectiveness of the evaluation procedures demands that all participants regard them as credible. To this end, the evaluation procedures should guarantee the confidentiality of the views of the participants in the evaluation process. It is likewise reasonable to assume that certain, perhaps personal, observations in the report must remain internal to the evaluators, the Chancellor, and the Provost, upon their joint agreement. At the same time, it is important to avoid suppression (or the appearance of suppression) of conclusions that could reasonably be made public.
3. The primary purpose of the Annual Evaluation is to provide feedback for the purpose of helping the Dean to improve his or her evaluation during the term of office. A secondary purpose is to allow the faculty to communicate their evaluations directly to the Chancellor and the Provost. The Annual Evaluation should attempt to identify areas of strength, as well as weaknesses and areas of faculty concern. The Annual Evaluation is most effectively conducted against criteria as enunciated in stated goals and objectives and job descriptions.
4. The primary purpose of the Quadrennial Review is to inform the decision to retain or not retain the Dean. That decision will take into account the Dean's response to feedback from previous Annual Evaluations.

C. Selection of the Dean

1. The Dean will be selected in accord with University policy and procedure.
2. When the Office of the Dean becomes vacant, a Dean Search Advisory Committee shall be created by the Provost.
3. There shall be six faculty members on the Committee from the College of Arts and Sciences chosen by the following procedure:
 - a. No department shall have more than one representative on the committee.
 - b. The Elections Committee shall circulate a list of all voting faculty with a request that all voting faculty unwilling to serve on the Committee notify the Elections Committee within seven days.

- c. The Elections Committee shall remove the names of those unwilling to serve from the list. The Elections Committee then circulates the list of willing faculty and an electronic ballot to voting members of the faculty. The ballot shall request that each faculty vote for a maximum of six people on the list of willing faculty.
 - d. The six faculty members, each representing different departments, receiving the highest number of votes shall be elected to the Dean Search Advisory Committee. In the event that two or more people are tied for the final position on the committee, the Elections Committee shall decide the final position by a coin-toss. Following selection of the six members of the Committee, the three members of the faculty receiving the next highest number of votes shall be designated and announced as alternates to the Committee.
4. The remaining composition of the Dean Search Advisory Committee shall be constituted by the Provost and Vice Chancellor for Academic Affairs with the following composition:
 - a. One faculty member (i.e., a person whose assignment is at least 50 percent in teaching, research or public service) chosen by the Provost.
 - b. One faculty member chosen by the Faculty Senate president in consultation with the Provost.
 - c. One student chosen by the Student Senate (the student shall have at least junior standing, shall be a major in one of the College's disciplines, and shall have a grade point average of at least 2.8).
 - d. One non-academic employee from the College, chosen by the permanent, full-time non-academic employees working in the College.
 - e. One Professional Staff or Civil Service member chosen by the University Staff Senate President in consultation with the Chancellor or designee.
5. The Committee shall select a faculty member of the Committee as Chair. The faculty member selected will be from the College for which the search is being conducted unless after consultation with the Committee it is agreed that special circumstances warrant the Chair being a faculty member outside of the College.
6. The charge to the Dean Search Advisory Committee shall be given by the Provost after a meeting with the Committee to discuss the matter. The Committee shall develop its own procedures and submit them to the Provost for approval. Mutual agreement between the Committee and the Provost will be reached with respect to a written job description.
7. Responsibilities of the Committee

The first task of the Committee after receiving its charge will be to draft procedural rules and submit them for approval to the Provost. The Committee will screen all applicants in a three-stage process.

- i. Preliminary Screening--Based on the job description and documented credentials, the Committee will prepare a list of names, unranked, whom the committee regards as best qualified for the Deanship.
 - ii. Intermediate Screening--The credentials of the remaining applicants will be further scrutinized and may include off-campus interviews and discussions with persons acquainted with the applicants, in accordance with University procedures and guidelines. The task of the Committee at this stage is to narrow the list.
 - iii. Final Screening--The final candidates will be invited to campus for in-depth interviews by the appropriate groups of personnel.
8. The Dean Search Advisory Committee shall present a list of at least two, unranked candidates for the Deanship or recommend that the search be reopened. As part of the final screening of the finalists, the Dean's Search Committee will further provide the faculty an opportunity to respond to the finalists through a survey; responses to the faculty survey will be one of many pieces of information that the committee uses in writing its recommendation to the Provost.
9. The Provost will recommend from the list of the recommended candidates one or more candidates to the Chancellor or recommend that the search be reopened.
10. The Chancellor, in consideration of the advice of the Provost, makes the final selection of the Dean.
11. If it is necessary that an Acting Dean be appointed, the Provost will consult with the CAS Congress and the Chairs/Directors Council. The appointment will be made by the Provost contingent on approval of the Chancellor.

D. Annual Evaluation of the Dean

1. Those eligible to participate in the Annual review of the Dean include:
 - a. All voting faculty of the College including the Associate Deans;
 - b. All full-time professional staff who have passed their probationary period and are assigned to the College of Arts and Sciences;
 - c. All full-time Civil Service Staff who have passed their probationary period and are assigned to the College of Arts and Sciences.
 - d. All full-time non-tenure track faculty who have passed their probationary period and are assigned to the College of Arts and Sciences.

2. An annual evaluation of the Dean shall take place each year beginning the first year of his or her service provided that the Dean has served in office at least six months of that academic year.
3. The annual evaluation of the Dean shall be conducted during the spring term beginning on or about February, and be concluded, with the report submitted, no later than May 1. The annual evaluation shall not be conducted the same academic year as the Quadrennial Review.
4. The primary purpose of the Annual Evaluation is to provide feedback for the purpose of helping the Dean to improve his or her performance during the term of office.
5. A secondary purpose of the Annual Evaluation is to allow the faculty to communicate their evaluations directly to the Chancellor and the Provost. Annual Evaluations are most effectively conducted against criteria as enunciated in stated goals and objectives and job descriptions. Those criteria may include attention to the effectiveness of the Dean in such areas as a) leadership, b) commitment to scholarly and academic affairs, c) the development and maintenance of open communication, d) the identification of issues and the resolution of conflicts, e) the development of internal and external resources, f) the nourishment of morale and the establishment of a working environment conducive to achieving individual and unit goals, g) the management of fiscal resources, and h) recruitment, affirmative action, and other personnel matters.
6. The annual review shall be conducted by the Review Committee. For the purposes of the annual review of the Dean, the Review Committee shall invite two members of the staff employed within the College to participate in the review. The invited staff shall be elected by their peers through a process determined by the staff. The Review Committee and the two elected representatives of the staff shall be called the Annual Review Committee. The Annual Review Committee shall be chaired by the Chair of the Review Committee. It is the responsibility of the Chair of the Review Committee to call the meetings and supervise the annual review process.
 - a. Prior to the review of the Dean, the College Annual Review Committee shall meet to devise and/or review the instrument to be used. It may solicit the opinion of the personnel and the Associate Deans within the College of Arts and Sciences. In modifying the existing instrument the committee should strive for consistency of evaluation from year to year. A single evaluation instrument shall be developed for use by all personnel within the College who are eligible to participate in the evaluation.
 - b. The evaluation instrument shall consider the written job description of the Dean and the specific duties of the Dean listed in the CAS operating papers.
 - c. The evaluation instrument shall use both qualitative and quantitative data in reviewing the Dean. Further, the Annual Review Committee may use interviews

when needed for the qualitative section.

- d. The Annual Review Committee shall tabulate the responses to the evaluation instrument from each of the four constituency groups (voting faculty, full-time professional staff, Civil Service staff and full-time non tenure track faculty) separately.
7. The Annual Review Committee shall develop a report that clearly differentiates the results of evaluation derived from the four constituency groups. This report shall include recommendations for the Dean to consider during the following year. A concluding summary statement should, if possible, provide an integrated evaluation based upon the views of all four constituency groups. In preparing its report the Annual Review Committee shall consider the tabulated results of:
 - a. The quantitative data from the evaluation instrument.
 - b. Written comments from the evaluation instrument, including information from the interviews.
 - c. Recommendations from the previous year's review, together with the responses by the Dean, the Provost, and the Chancellor to those recommendations
 - d. Any data provided by the Dean which he or she deems useful in documenting his or her evaluation of the College and that of the Dean.
 8. A copy of the report, including recommendations, shall be forwarded to the Dean. The Dean shall have a specified time, provided by the Annual Review Committee, to give a written response to the Annual Review Committee. In a timely manner, the Annual Review Committee will then prepare a final report, incorporating the responses by the Dean (if the Dean chooses to respond) and any further comments by the committee on the responses by the Dean.
 9. Completed evaluation instruments shall not be shown to the Dean, although a typed transcript of all comments on the evaluation instruments shall be made available to the Dean. The evaluation instruments shall be retained by the Chair of the Annual Review Committee until the end of the next formal quadrennial review.
 10. The final committee report, with the Dean's response, shall be forwarded to the Chancellor, the Provost, and the Dean. The Annual Review Committee shall submit at least a summary of this report to personnel of the College eligible to participate in the evaluation.
 11. Confidentiality is a responsibility of the Annual Review Committee. All matters, documentation, communication, and materials involved in the Annual Evaluation shall be

treated as confidential to the extent allowed by the law. Since the Annual Review Committee deals with personnel matters, their meetings will be closed to all persons other than those on a particular Annual Review Committee. The chair of the Annual Review Committee is responsible for maintaining confidentiality. University General Counsel should be consulted for guidance when necessary. All confidential materials will be kept by the chair of the Annual Review Committee in the Office of the Provost to be shared only with persons involved in the evaluation process, and no copies of such materials are to be made or distributed. All persons involved in the evaluation process are responsible for maintaining confidentiality regarding materials or information they are privy to.

12. Certain information may remain private upon joint agreement of the Chancellor, the Provost and the Annual Review Committee, as allowed by applicable laws. The decision about what information is to remain private will be made within a specified number of days (provided by the Annual Review Committee to the Dean) of the completion of the final report.
 - a. It will be the responsibility of the Provost to call any meetings needed to arrive at this decision.
 - b. The Annual Review Committee, the Chancellor and the Provost shall give careful consideration to the wishes of the Dean that certain information should be kept confidential.
 - c. Confidential sections of the report (and associated supporting documentation) shall not be incorporated into the report distributed to College personnel. Confidential sections of all final Annual Evaluation reports, and all documentation not retained as part of the Quadrennial Review will be destroyed in accordance with provisions of the Illinois State Records Act, 5 ILCS 160/1 et seq.

E. Quadrennial Review

A Quadrennial Review Committee and its Chair shall be constituted in the same manner as the Dean Search Advisory Committee described above and shall have the primary purpose to inform the decision to retain or not retain the Dean.

1. The Chair shall vote only in the case of a tie.
2. Confidentiality will be maintained the same as indicated regarding the Annual Review.
3. The Quadrennial Review Committee:
 - a. Shall develop its own rules of operation in consultation with the Provost and in full accordance with the provisions specified in this document.
 - b. Shall consider appropriately comprehensive information, such as the Dean's self-assessment and interviews with appropriate administrators, faculty, staff, and

students; and to consider at least the following:

- The performance of the College under the leadership of the Dean.
 - The results of previous Annual Evaluations, and the Dean's response to those evaluations.
 - Other sources of information as deemed appropriate by the Committee.
4. The evaluation of the College under the leadership of the Dean should include the opinions of the College personnel and shall solicit information through a questionnaire developed by the committee and distributed to all eligible college personnel, plus analysis based on a job description for the Dean.
 5. Upon concluding the evaluation, the Quadrennial Review Committee shall make a written report that will contain a recommendation to retain or terminate the Dean. It may also make other recommendations. The Committee will ensure that the Dean has an opportunity to respond to the report and recommendations before the report and recommendations are finalized and transmitted. The Committee shall submit its findings and recommendations concerning retention to the Provost, with a copy being submitted to the Dean.
 6. The Committee shall submit its findings and recommendations concerning performance and retention to the Provost with a copy to be submitted to the Dean.
 - a. If the Provost decides to not accept the Quadrennial Review Committee's recommendation concerning performance and retention, the Provost shall meet and discuss with the Committee his or her rationale for not accepting the recommendation.
 - b. The Provost shall submit to the Chancellor his/her recommendation with copies to the Quadrennial Review Committee and the Dean. The Provost's recommendations shall report the Quadrennial Review Committee's findings. Where the recommendations of the Provost differ from the Quadrennial Review Committee's findings, the Provost will provide a rationale for that divergence.
 - c. The retention of Deans shall be the responsibility of the Chancellor, in consultation with a) the Provost, and b) the faculty and other members of those committees that conduct the retention review process. Following the Chancellor's decision, the Chancellor shall meet and discuss with the Quadrennial Review Committee his or her rationale if he or she does not accept the Committee's recommendation concerning retention.
 - d. The Chancellor shall furnish copies of his or her final response to the Provost, the Quadrennial Review Committee and the Dean.
 - e. The final report shall be submitted to the College, except for such sections as the Chancellor, the Provost and the Quadrennial Review Committee agree to keep confidential, together with a written response from the Provost and the Chancellor on the Committee's recommendations.
 - f. The Chancellor may direct that the report not be disseminated in the case that the Dean is not retained.

Section 2. Associate Deans

The Associate Deans of the College are tenurable faculty in one of the academic departments of the College who serve the College at the pleasure of the Dean. The Dean is responsible for distributing and assigning the duties of the Associate Deans and is accountable for the activities of the Associate Deans. Collectively, the Associate Deans are assigned responsibility for the support of the undergraduate and graduate curriculum and academic programs delivered in the College, fostering faculty development, handling student and faculty concerns, promoting grant development, preparing reports, and, in concert with other University offices, managing hiring and employment issues of tenure-track and non-tenure track faculty. The actual list of their duties varies with needs of the College and the will of the Dean, however the list of duties assigned to each Associate Dean will be available on the College of Arts and Sciences Website.

A. Primary Roles and Responsibilities of the Associate Deans

Associate Deans are to assist the Dean in the following areas and any other areas assigned to them by the Dean. The range of duties may be quite broad. A representative list of the duties of the Associate Deans includes, but is not limited to, the following:

- Participate in the budget planning meetings for all CAS units
- Coordinate Course Specific Fee requests, CAS Annual Report and CAS planning meetings
- Play active roles in budget development and implementation under the direction of the Dean
- Work with Departments/Faculty to attain internal grants through proper guidance, especially in the development and processing of grant applications within the College
- Administer the Faculty Development Fund (FDF) to support faculty development, including travel to professional meetings
- Coordinate CAS web pages
- Provide proper guidance to faculty preparing for promotion and tenure (offer workshops)
- Manage promotion and tenure issues
- Coordinate the sabbatical leave process within the College
- Manage College searches for new full-time tenure-track faculty
- Work to support and retain newly hired faculty
- Serve the College and its programs through Program Review
- Play active roles in the formulation of policies related to faculty development, including professional development initiatives from Academic Affairs and the Graduate School, in collaboration with the CAS Congress
- Work with Departments and units on revision of Departmental policies and papers

- Work with the College committee overseeing modifications of the College's Operating Papers
- Coordinate with the School of Education on teacher education (including NCATE) and serve on the Joint Committee for Teacher Preparation
- Provide leadership for CAS Colloquium/ Symposium
- Supervise, support, and enhance the Women's Studies and Black Studies Programs
- Oversee other interdisciplinary minor programs
- Support development of new programs
- Coordinate CAS technology needs with ITS
- Coordinate the CAS Faculty Development Initiative
- Engage in revision of appropriate CAS policies, such as annual merit, in collaboration with the CAS Congress
- Participate in special projects
- Manage the Simon, Going, Hoppe, and Lindsay awards
- Review and process CAS internal and external research and creative activity funding requests
- Serve as the CAS representative on the University Research Council
- Serve as the CAS liaison with the Associate Dean of the Graduate School
- Oversee the CAS instructional equipment request committee and review instructional equipment priorities with the Dean
- Maintain a list of CAS large equipment needs and facilitate purchase when funding is available
- Review all CAS unit requests for (research and instructional) equipment maintenance, repair, and replacement
- Serve as the CAS safety coordinator
- Coordinate CAS space assignments
- Oversee CAS infrastructure (construction and renovation) projects
- Serve as the CAS Honors Scholars representative
- Review and process all CAS student travel funding requests
- Review and process all CAS course specific fee requests
- Serve as the CAS liaison to the STEM Center and other SIUE Research Centers
- Respond to a wide variety of questions and issues relating policies and procedures coming from Faculty and staff across the College.
- Direct the Bachelor of Liberal Studies Program
- Oversee scheduling and curriculum of all units within the College
- Supervise CAS Advising
- Handle unionized faculty employment issues, in concert with the Provost's Office and the Office of Human Resources
- Manage student concerns that rise to the level of the Dean's Office

- Prepare the Annual Report to the Provost
- Actively promote the Liberal Arts and Sciences

B. Selection of the Associate Deans

The Associate Deans are selected by the Dean in accordance with University Personnel Policies. The Dean may request the assistance of any standing committee of the College in conducting a search or may appoint an ad hoc committee. Such an ad hoc committee will be established following the guidelines in Article IV.

C. Evaluation of the Associate Deans

The Associate Deans serve at the pleasure of the Dean.

1. In reviewing the Associate Deans, the Annual Review committee, in consultation with the Dean, may modify existing evaluation instruments to more closely reflect the specific duties assigned to the Associate Dean being evaluated, but should strive for consistency from one evaluation to the next.
2. The Associate Deans shall be reviewed on a rotating basis such that each Associate Dean is reviewed at least once every three years. The findings from the evaluation of the Associate Deans will be given to the Annual Review Committee following the procedures outlined in the Annual Evaluation of the Dean with the report being forwarded to the Dean rather than the Provost and Chancellor. The Dean shall share a summary of the review with the relevant Associate Dean.

Section 3. Department Chairs

A. The Chair is a tenured member of the faculty. The Department Chair is the chief academic and administrative officer of the departments.

B. Duties of the Department Chairs:

1. The Chair has primary responsibility for ensuring that the Department strives to fulfill the mission of the University and the College and to enhance student learning. No less than other administrators, the Chair is responsible to diverse constituencies. The Chair is responsible for weighing and balancing the interests of faculty, programs, students, staff and the well being of the Department, College and University.
2. The Chair, as chief executive officer and fiscal officer of the department, exercises educational leadership, identifies consensus, makes decisions in accordance with Department, College and University policy, and sees that decisions are executed.

3. The Chair ensures that the provisions of all Department Operating Papers and policies are enforced.
4. The following are among the functions and responsibilities of a Chair:
 - a. Represents the Department before the administration and in all other matters which the Department faculty deem appropriate;
 - b. Serves as a member of the Chairs and Directors Council of the College;
 - c. In concert with Department faculty, develops and implements long range department plans, programs and goals;
 - d. Fosters diversity and promotes affirmative action in accordance with University policy;
 - e. Represents the Department in the recruitment of faculty and staff;
 - f. Recommends appointment of new faculty and staff after consultation with members of the Department;
 - g. Evaluates faculty and makes salary, promotion, tenure, and sabbatical leave recommendations in accordance with Department, College and University policy;
 - h. Evaluates staff in accordance with University policy and procedures;
 - i. Prepares academic schedules and faculty work assignments in accordance with Department, College and University policy;
 - j. Prepares budget requests and administers the Department budget;
 - k. Maintains the records of the Department;
 - l. Monitors library activities related to Department programs;
 - m. Appoints ad hoc committees within the Department as deemed necessary;
 - n. Assists the Dean and the Department in acquiring the facts and perspectives necessary for effective policy determination;
 - o. Regularly informs the Department members about policies and decisions that affect the operation of the Department;

p. Assumes additional responsibilities as determined by the Department faculty in their Department Operating Papers;

q. Fosters faculty development.

C. Selection of the Department Chairs

Each Department shall form a Chair Selection Committee that shall be responsible for obtaining nominations and drawing up a list of candidates willing to serve. The method by which the committee shall be formed shall be specified in the Department Operating Papers. A list of nominees who are willing to serve shall be submitted first to the Dean. If the Dean objects to anyone on that list, the Dean may remove the candidate from consideration. The Dean then shall meet with removed nominees to explain the rationale for the decision.

After the election ballots have been distributed, returned, and tabulated, names of nominees will be reported to the Dean by the Chair Selection Committee as a ranked list, along with the actual vote tallies. The Chair Selection Committee will also report results, either as actual vote tallies and/or as a ranked list, to Department faculty. The Dean will then recommend the nominee with the most votes to the Provost as Chair of the Department.

Term of Office of the Department Chairs

1. The term of office for Department Chairs shall be three years. Normally the term of the Chair will begin at the beginning of the new fiscal year.
2. Normally a Chair may not serve more than two consecutive terms. However, a Department may appeal to the Dean to allow an additional term. Such a request shall be accompanied by a comprehensive rationale.

D. Review of the Department Chairs

An annual review of the administrative performance of Department Chairs is the responsibility of the Dean and the Departments. The Dean shall conduct the review and shall solicit the opinion of the Department faculty. Each Department through its Operating Papers shall provide for the evaluation of the Chair by the Department faculty. The faculty evaluation shall be forwarded to the Dean and a summary of this evaluation shall be made available to Department faculty. Subsequent to the review the Dean shall hold an evaluation conference with the Chair.

E. Removal of the Department Chairs

1. A Department Chair may be relieved of his/her duties by the Dean.
2. Relationships between the Dean and Chairs should be characterized by

collegiality, fairness, open communication and mutual respect. Disagreements between the Dean and the Chairs should be resolved informally when possible. However, the Dean has the ultimate responsibility for the performance of the College and in the event that the Dean deems it necessary to remove the Chair of a Department, the following process shall be implemented.

- a. The Dean should discuss and seek advice from a number of constituencies.
- b. The Dean shall present reasons for removal of the Chair to the faculty of the Department.
- c. The Chair shall have the opportunity to respond to the statements of the Dean.
- d. The Department faculty shall vote on the question of consenting to the Dean's action by secret ballot, such ballots to be counted by the Elections Committee
- e. In the event that the majority of the faculty voting consent to the removal of the Chair, the Dean may declare the Chair vacant and request that the department begins the process to select a new Chair.
- f. In the event that the majority of the faculty voting do not consent to the removal of the Chair, the Dean shall retain the right to remove the Chair, providing written rationale to the faculty for her/his decision.
- g. In the event that the Dean wishes to remove a Chair from her/his position, the Dean must consult with the Office of the Provost and the office of General counsel to ensure that all University policies and procedures are being followed.

3. The department faculty, in accordance with their Operating Papers, may request that the Dean remove the Chair.

G. In the event that the position of Chair of a Department becomes vacant through removal of the existing Chair or through other factors (including, but not limited to death, disability, leaves, etc.) the Dean, with the consent of the faculty of the Department shall appoint an interim Chair. If less than one year of the term of the original Chair remains, the interim Chair shall serve until the expiration of the original term. If more than one year of the term remains, the interim Chair shall serve until the end of the current fiscal year. During the interim period a new Chair shall be selected with a full term of office to commence at the beginning of the new fiscal year.

ARTICLE VI: Changes to the Operating Papers

Section 1. Editorial Changes

- A. Editorial Changes include the following:
1. Correction of scrivener's errors or typographical errors;
 2. Changes to names of groups within the College that are listed in I.3;
 3. Additions or removals of groups within the College of the types listed in I.3 that have gone through appropriate University processes;
 4. Changes necessary elsewhere in the Operating Papers to reflect changes in I.3 (including without limitation updates in the numbers of members of the Standing Committees in Article IV); and
 5. Formatting and numbering changes due to a change being made in the Operating Papers.
- B. A change not included in VI.1.A above can be considered an editorial change if the Policy Committee, the Dean, and the Provost agree that the change is editorial.
- C. Any member of CAS may propose an editorial change to the Policies Committee, who will review the change and incorporate it in the Operating Papers if appropriate.
- D. Editorial changes must be recorded and reported to the College at the Fall Gathering.
- E. Editorial changes of types A.1 and A.2 are effective immediately. Editorial changes of any other type are effective when such changes have been approved by the necessary parties.
- F. Any voting faculty who feels that a change made under this section of the Operating Papers was not properly classified as an editorial change may appeal to the Policies Committee within six months of the change being reported to the College.

Section 2. Compliance Changes

- A. Compliance Changes are defined as changes that must be made to the Operating Papers to meet legal requirements (federal, state, or local; including but not limited to contractual obligations) or to be consistent with University policies.

- B. Any member of CAS may bring a possible compliance issue to the Policies Committee, who will review the relevant requirement and develop language to accommodate the requirement in the Operating Papers. The Policies committee should work closely with the CAS Dean in developing the new language.
- C. The proposed change must be distributed to all members of the College with an explanation of the requirement for the change. At least ten working days must be allowed for questions and dialogue.
- D. Changes agreed upon by the CAS Congress and the CAS Dean are submitted to necessary University authorities for review and approval, including without limitation the Office of the Provost.
- E. Compliance changes are effective immediately after final approval is communicated to the Policies Committee unless otherwise specified.
- F. Compliance changes including rationale must be recorded (and reported) to the College at the Fall Gathering.

Section 3: Amending the Operating Papers

A. Submissions of Proposed Amendments

Proposed amendments to the Operating Papers may be submitted to the Policies Committee by the Dean, the CAS Congress, the Chairs and Directors Council, or by 25 members of the voting faculty of the College.

B. Amendment Meetings

Before an amendment shall be voted upon, the Policies Committee shall provide opportunities for the voting faculty to provide feedback regarding the amendment.

A call for Amendment Meetings shall be made at least ten working days in advance of the meeting. Amendment meetings may not be called during summer term, when the University is closed, during the days of final examinations, or during the week prior to final examinations

The Policies Committee may call a meeting using either method below:

1. The Policies Committee may ask the Congress Leadership Council to call for a special meeting to host a discussion regarding changes to the operating papers in which all Congress members will be asked to

attend and which only CAS voting faculty are invited.

2. The Policies Committee shall establish at least three discussion-opportunities so that voting faculty may provide their opinion regarding the amendment being proposed. Discussion-opportunities can be met in multiple ways: departmental meetings, open meetings, on-line discussion chats, public forums, etc. At least one member from the Policies Committee shall be in attendance for all opportunities. Given the multiple methods allowed for discussion-opportunities, the Policies Committee shall advise faculty on the manner in which faculty opinions will be considered.

C. Amendment Meeting Requirements

1. Agenda

A written agenda that explains the amendments being proposed shall be circulated to all faculty at least one week prior to the meeting(s) date. Preparation and circulation of the agenda shall be the responsibility of the Dean or the group requesting the amendment.

2. Minutes

Minutes shall be taken during the meeting(s). These minutes should reflect both the agenda and the deliberation and opinions expressed at the meeting(s). The Policies Committee shall prepare and circulate the minutes no later than five working days following the close of the last meeting(s).

3. Meeting(s) Results

The Policies Committee shall respond to opinions generated by the meetings before an amendment is voted upon. The Policies Committee shall make feedback and its responses to feedback electronically available to the faculty.

D. Voting

1. A final draft of the amendment must be available to faculty at least ten working days prior to a vote.

2. Voting on amendments shall be restricted to voting members of the faculty as defined in these Operating Papers.

3. In order to be valid, a quorum of one-third of the voting members of the College faculty, shall cast a vote. Failure to reach the voting quorum will result in the amendment failing to be approved. If the voting quorum is

met, then more than half of the votes cast must approve the amendment in order for the amendment to pass.

4. The vote shall be by secret ballot and opened to all voting members of the College faculty after the minutes have been distributed. This voting will occur electronically. Electronic voting must be open and available to voting faculty for a minimum of five working days.

E. Approved amendments

1. An approved amendment is submitted to necessary University authorities for review and approval, including without limitation the Office of the Provost.

2. After final approval is communicated to the Policies Committee, the Policies Committee will include the amendment in the CAS Operating Papers. Amendment dates and brief explanation of the amendment must be recorded and reported to the College at the Fall Gathering.

3. An approved amendment shall take effect immediately after final approval is communicated to the Policies Committee unless specified otherwise and shall be binding upon all within the College.

ARTICLE VII: REPRESENTATION IN THE FACULTY SENATE

Section 1. Senators

Voting members of the College of Arts & Sciences are eligible to serve as faculty senators representing the College. Members of the Dean's office may not serve on Faculty Senate.

Section 2: Types of Balloting

The ballot will be completed in two steps: first a distributive ballot (if appropriate) and second an open ballot (if needed).

A. Distributive Balloting:

If the number of seats in the faculty senate apportioned to the College equals or exceed the number of departments in the College, a number of senators, not to exceed the number of departments, will be elected via distributive balloting. The purpose of distributive balloting is to give each Department the opportunity to have representation on the Faculty Senate.

1. The distributive ballot will be completed and counted before open balloting is conducted.
2. Nominees who are members of any Department that does not have a faculty member whose term on the senate continues until next year will be included on the distributive ballot.
3. Each voting member may vote for one person from each Department represented in the distributive balloting.
4. Within each Department whose nominees are included on the distributive ballot, the person with the most votes will be deemed elected to the senate.
5. In the event of a tie between nominees within a Department, the Department concerned shall select the person to serve on the Senate from among the nominees involved in the tie.

B. Open Balloting

If the number of seats in the Faculty Senate apportioned to the College is less than the number of Departments in the College, all senators will be elected via open balloting. If a Department does not have a nominee on the distributive ballot when such a spot is open, the seat will be filled by open balloting. Once elected there will be no distinction between senators elected by distributive versus open balloting.

No more than one senator per single Department will be elected via open balloting.

1. The open ballot will be completed after the distributive ballot (if conducted) has been completed and counted.
2. All nominees will be included on the open ballot except those already elected via distributive balloting.
3. Each voting faculty member may vote for the number of nominees equal to the number of senate seats that remain to be filled after distributive balloting is complete.
4. Each voter may not cast votes for more than one nominee per Department.
5. The requisite number of nominees with the most votes, but no more than one nominee from a single Department, will be deemed elected to the senate. If more than one nominee from a single Department garners enough votes to be elected, only the nominee with the most votes will be deemed elected to the Senate.

6. In the event of a tie, a run-off election will be held to determine which of the nominees involved in the tie will serve on the senate.

Section 3. Election of Senators

A. Nominations

The nomination process will be initiated by Faculty Senate. The Dean of the College will assist in the process by:

1. Informing the College faculty of the number of senators to be elected and providing a ballot to voting members of the College faculty on which they can make nominations to replace senators whose terms are not continuing until the next year. This information can only be distributed after the Dean's office has been informed by the Faculty Senate or appropriate Council thereof.
2. Notifying all Departments eligible to provide a senator elected via distributive and open balloting.
3. Including a list of those voting members of the College who are eligible to begin a senate term with the nominating form.
4. Indicating that each voting member of the College faculty may enter one nomination for each vacant senate seat.
5. Indicating that nominations will be closed after 7 days.

B. Preparing the Ballots

1. The Elections Committee, with the assistance of the Dean of the College, will notify those who have received nominations and allow them one week to accept the nomination.
2. The Elections Committee will prepare a distributive ballot including all nominees from eligible Departments and distribute them electronically to the voting members of the College faculty.
3. After the distributive ballots have been counted the Elections Committee will prepare an open ballot including all eligible nominees and distribute them electronically to the voting members of the College faculty.

C. Voting

1. The timing for each phase of voting shall be clearly indicated in balloting materials. The timetable in Faculty Senate bylaws and relevant Council operating

papers shall be followed. No phase (nominations, accepting nominations, voting) shall be of less than 7 days duration.

2. The Elections Committee will count the open ballots and announce the results of both the distributive and open balloting by April 1.

Section 4. Notes

A. In the event of contingencies pertaining to the election of faculty senators not foreseen in the College Operating Papers action will be taken by the appropriate committee to resolve any problems.

B. This procedure does not apply to Graduate Council representatives to the faculty senate. A different process elects these representatives.