

OPERATING PAPERS

COLLEGE OF ARTS AND SCIENCES

Adopted May 1, 1995

Amended September 1998: Article IX

Amended February 1999: Article V, Section D, 3

Editorial Changes February 16, 2001

Amended April 2002: Article IV, Section 1,A,1,c,i

Amended April 2002: Article IV, Section 1,A,2,d,i

Amended April 2002: Article IV, Section 1,A,3,c,i

Amended April 2002: Article IV, Section 1,A,4,c,i,ii,iii,iv,v

Amended April 2002: Article IV,1,A,2,g

Amended April 2002: Article VIII, Section 1,2,3,4,5

OPERATING PAPERS

COLLEGE OF ARTS AND SCIENCES

ARTICLE I: MISSION AND ORGANIZATION	1
Section 1: Mission Statement	1
Section 2: Organization of the College	1
Departments	1
Programs	2
Academic Support Units	2
Public Service Units	2
Section 3: General Organization	2
ARTICLE II: THE FACULTY	3
Section 1. Faculty of the College of Arts and Sciences	3
Section 2. Voting Faculty	3
ARTICLE III: FACULTY MEETINGS	4
Section 1: Annual Meeting	4
Section 2: Special Meetings	4
Section 3: Meeting Requirements	4
Agenda	4
Quorum	4
Conducting Meetings	4
Voting	4
Minutes	4
ARTICLE IV: COMMITTEE STRUCTURE	5
Section 1. Standing Committees	5
Faculty Committees	5
Faculty Personnel Committee	5
Membership and term of office	5
Subcommittees	6
Leadership	6
Responsibilities of the Executive Committee	6
Meetings	6
Research and Projects Committee	7
Membership and term of office	7
Subcommittees	7
Final review and evaluation of all research proposals	8
Leadership	8
Responsibilities of the Executive Committee	8
Meetings	8
Conflict of Interest	8
Academic Policies and Curriculum Committee	9
Membership and term office	9
Subcommittees	9
Leadership	9

Meetings.....	10
Planning Committee.....	10
Membership and term of office.....	10
Subcommittees.....	11
Leadership.....	11
Responsibilities of the Executive Committee.....	11
Meetings.....	11
Administrative Councils.....	12
Chair and Directors Council.....	12
Membership and term of office.....	12
Leadership.....	12
Responsibilities.....	12
Meetings.....	12
ARTICLE V: OFFICERS OF THE COLLEGE.....	13
The Dean.....	13
Duties of the Dean.....	13
Selection of the Dean.....	13
Evaluation of the Dean.....	13
Associate Dean for Academic Programs and Faculty Development.....	13
Duties.....	14
Selection.....	14
Evaluation.....	14
Associate Dean for Student Development and General Education.....	14
Duties.....	14
Selection.....	15
Evaluation.....	15
Department Chairs.....	15
Duties.....	15
Selection.....	16
Term of office.....	16
Review.....	17
Removal.....	17
ARTICLE VI: OMBUDSPERSON POSITION.....	19
Selection and term of office.....	19
Compensation.....	19
ARTICLE VII: RATIFICATION/ADOPTION.....	20
Section 1.....	20
Section 2.....	20
Section 3.....	20
Article VIII: AMENDMENT PROCEDURES.....	20
Section 1.....	20
Section 2.....	20
Section 3.....	20
Section 4.....	20

Section 5.....	20
Article IX: COLLEGE REPRESENTATION IN THE FACULTY SENATE.....	20
Senators.....	20
Types of Balloting.....	20
The Distribution Balloting.....	21
The Open Balloting.....	21
Alternate Senators.....	22
Election of Senators.....	22
Nominations.....	22
Preparing the Ballots.....	22
Voting.....	23
Transition to CAS Policy.....	23
Notes.....	23
APPENDIX 1.....	24
Duties of the Dean and the Associate Deans.....	24
Duties of the Dean.....	24
Administration.....	24
General Responsibilities.....	24
Planning and Budget.....	25
Personnel Management.....	25
Facilities and Equipment.....	25
Academic Programs.....	25
Faculty.....	25
Students.....	26
Communication.....	26
Academic Leadership.....	27
Alumni Relations and Fund Raising.....	27
Duties of the Associate Deans.....	27
Academic Programs.....	28
Faculty Development.....	28
Oversee the General Education Program.....	28
Oversee Academic Counseling and Advising.....	29
Oversee Instructional Services.....	29
Honors Programs.....	29
Bachelor of Liberal Studies Degree.....	29
APPENDIX 2.....	30
Selection of the Dean.....	30
APPENDIX 3.....	32
Annual Evaluation of the Dean.....	32
Four-Year Review.....	33

OPERATING PAPERS

COLLEGE OF ARTS AND SCIENCES

ARTICLE I: MISSION AND ORGANIZATION

Section 1: Mission Statement

In support of the University Statement of Mission, the College of Arts and Sciences is committed to the education of students through:

- A. continued support and strengthening of the quality of its undergraduate major and minor programs, while promoting positive interaction among the various departments and disciplines;
- B. continued support and strengthening of the quality of its graduate programs, while promoting research and creative activities among its faculty;
- C. coordination and strengthening of the program of General Education;
- D. provision of courses and academic services for non-majors as they prepare for their intended programs of study; and
- E. assistance for the educationally disadvantaged in developing the necessary skills needed to undertake a University-level program of study.

Section 2: Organization of the College

The College of Arts and Sciences includes:

- A. The Departments of
 - 1. Anthropology
 - 2. Art and Design
 - 3. Biological Sciences
 - 4. Chemistry
 - 5. English Language and Literature
 - 6. Foreign Languages and Literature
 - 7. Geography
 - 8. Historical Studies
 - 9. Mass Communications
 - 10. Mathematics and Statistics
 - 11. Music
 - 12. Philosophical Studies
 - 13. Physics
 - 14. Political Science

- 15. Public Administration and Policy Analysis
- 16. Social Work
- 17. Sociology
- 18. Speech Communication
- 19. Theater and Dance
- B. Programs
 - 1. The Office of Science and Mathematics Education
 - 2. The Environmental Sciences Program
 - 3. Interdisciplinary Minors, i.e., Black American Studies, Classical Studies, Peace and International Studies, Religious Studies, Women's Studies
- C. Academic Support Units
 - 1. The Office of Academic Counseling and Advising
 - 2. The Office of Instructional Services
- D. Public Service Units
 - 1. Contract Archaeology
 - 2. Radio station WSIE
 - 3. The University Museum.

Section 3: General Organization

- A. The College of Arts and Sciences is administered by the Dean with the assistance of the Associate Dean for Academic Programs and Faculty Development and the Associate Dean for Student Development and General Education. Throughout this document the term "Dean" is understood to include "Acting Dean" and "Dean pro tem."
- B. The academic departments are administered by a chair.
- C. The standing committees of the College faculty are the Faculty Personnel Committee, the Research and Projects Committee, the Academic Policies and Curriculum Committee, and the Planning Committee. The standing administrative councils include the Chairs and Directors Council.

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 Professor, Associate Professor, Assistant Professor, Instructor, Assistant in, or Lecturer. Visiting, Adjunct, Emeritus or Emerita personnel holding academic rank are also considered faculty.

Section 2. Voting Faculty

A. The following full-time faculty are voting members of the College:

1. Faculty on continuing appointment who are budgeted for at least 50 percent of their salary in the College.
2. Faculty on term appointment assigned full-time to a department of the College.
3. Faculty eligible for voting under 1 or 2 remain voting members when on sabbatical, professional development leave or leave of absence without pay.
4. Faculty serving part-time in a department of the College, including those holding joint appointments and those budgeted elsewhere, provided that they teach at least one course a year (excepting sabbatical, professional development leave or leave of absence years) and that they make themselves available on an equitable basis for university service activities, such as serving on department or college committees, when called upon to do so.
5. The Dean of the College.

B. The following categories of faculty are not eligible to vote:

1. Faculty on visiting appointments.
2. Adjunct faculty.
3. Emeritus or Emerita faculty; and
4. Part Time Lecturers.

C. At the beginning of the Fall semester, and at other times as warranted by new appointments, the Faculty Personnel Committee will be responsible for compiling or amending a list of voting faculty. Individuals may appeal a negative judgment on voting eligibility to the Academic Policies and Curriculum Committee which shall have the final authority.

D. The provisions of this section do not apply to the eligibility to vote within any department of the College.

ARTICLE III: FACULTY MEETINGS

Section 1: Annual Meeting

An annual meeting of the College faculty shall be held early in the Fall Semester of each academic year.

Section 2: Special Meetings

Special meetings of the College faculty shall be called by the Dean, and at the request of the Chairs and Directors Council, the Dean Selection Committee, any standing committee of the College Faculty, or by twenty five (25) members of the voting faculty of the College. Special meetings may not be called during summer term, during final examinations, during the week prior to final examinations, or when classes are not in session.

Section 3: Meeting Requirements

A. Agenda

A written agenda for any annual or special meeting shall be circulated to all faculty at least one week prior to the meeting. Preparation and circulation of the agenda shall be the responsibility of the Dean or the group requesting a special meeting.

B. Quorum

A quorum for meetings of the faculty shall be defined as more than 50 percent of the voting members of the faculty, not counting those on leave. On any matter which requires a vote by the College faculty, the request of ten percent or more of the voting members of the faculty present will cause the vote to be conducted by secret mail ballot.

C. Conducting Meetings

The presiding officer at all meetings (annual or special) shall be the Dean or a designated representative of the Dean except for those of the Dean Selection Committee in which case the chair of the committee or a committee member designated by that chair, shall preside. All meetings shall be conducted in accordance with Roberts Rules of Order except when such rules conflict with the provisions of these Operating Papers.

D. Voting

Voting shall be restricted to voting members of the faculty as defined in these operating papers.

E. Minutes

Minutes of all annual or special meetings of the faculty shall be circulated to all faculty no later than two weeks following the meeting. It shall be the responsibility of the individual requesting a special meeting to prepare and circulate the minutes.

ARTICLE IV: COMMITTEE STRUCTURE

Section 1. Standing Committees (Amended April 2002)

A. Faculty Committees

There shall be four standing committees chosen from the faculty of the College: the Faculty Personnel Committee; the Research and Projects Committee; the Academic Policies and Curriculum Committee; and the Planning Committee. The standing committees of the College faculty are primarily advisory in nature. In this advisory capacity the committees develop policy recommendations, review recommendations made by the College officers, provide recommendations in personnel matters, and develop recommendations regarding academic matters. The standing committees are a primary source of advice for the Dean with regard to faculty performance, faculty welfare and academic matters. Likewise the standing committees are the vehicle through which the collective judgment of the faculty is expressed in the form of reviews and recommendations.

Department Operating Papers shall specify a procedure for alternate representation on Faculty Committees in the absence of the regularly elected representative.

1. Faculty Personnel Committee

The Faculty Personnel Committee, meeting as a committee of the whole, or through the agency of its subcommittees shall: conduct elections within the College as specified in these Operating Papers and shall certify eligibility to vote in such elections; review salary and other personnel recommendations as requested by the Dean or as specified in these Operating Papers or other free standing approved policies of the College; review plans and recommendations with regard to salary equity and conduct salary equity studies as the committee deems fit or as requested by the Dean; conduct annual performance reviews of the Dean and the triennial reviews of the Associate Deans as specified in these Operating Papers. The committee may also review and conduct such other studies and make such other recommendations with regard to faculty personnel or welfare issues as are requested by the Dean, the faculty or other standing committees of the College.

a. Membership and term of office

- i. The membership of the Faculty Personnel Committee shall be composed of one elected representative from each of the academic departments of the College. All members of the Faculty Personnel Committee shall be tenured members of the voting faculty. Each department shall conduct its own election.
- ii. The department representatives shall be elected to staggered three-year terms which shall commence on July 1, 1995. In order to create staggered terms for the initial year of operation of the College the representatives of the Departments of Anthropology, Art and Design, Biological Sciences, Chemistry, English Language and Literature and Foreign Languages and Literature shall be elected to a one-year term; the representatives of the Departments of Geography, History, Mass Communications, Mathematics and Statistics, Music, and Philosophical Studies shall be elected to two-year terms; and the representatives of the Departments of Physics, Political Science, Public Administration and Policy Analysis, Sociology, Social Work, Speech Communication, and Theater and Dance shall be elected to three-year terms.

b. Subcommittees

The Faculty Personnel Committee shall have four standing subcommittees each composed of at least four members: Elections subcommittee; Promotion and Tenure subcommittee; Salary subcommittee; and Administrative Review subcommittee. Members of the subcommittees shall be appointed from among the members of the Faculty Personnel Committee by the Chair of the Faculty Personnel Committee with the advice and consent of the members of the Faculty Personnel Committee. Members of the Faculty Personnel Committee shall be afforded the opportunity to indicate their preference for service on particular subcommittees before the appointments are made and none shall serve on more than one subcommittee.

c. Leadership

- i. The Chair of the Faculty Personnel Committee shall be elected from among the membership of the Faculty Personnel Committee by the committee members prior to the end of spring semester. The term of office shall be one year.
- ii. Each subcommittee shall elect its own chair.
- iii. The Chair of the Faculty Personnel Committee and the four subcommittee chairs shall constitute the Executive Committee of the Faculty Personnel Committee.

d. Responsibilities of the Executive Committee

The Executive Committee of the Faculty Personnel Committee shall be responsible for coordinating and reviewing the activities of the subcommittees. Issues which cannot be resolved by the Executive Committee shall be referred to the entire Faculty Personnel Committee. It shall be the responsibility of the Chair of the Faculty Personnel Committee to inform the entire Committee of the actions of the Executive Committee.

e. Meetings

- i. Meetings of the Faculty Personnel Committee or the Executive Committee may be called by the Chair of the Faculty Personnel Committee or the designated representative of the Chair.
- ii. Meetings of the subcommittees may be called by the Chair of the Faculty Personnel Committee or the Chair of the subcommittee in question.
- iii. A quorum for any meeting of the Faculty Personnel Committee shall consist of greater than 50 percent of the committee membership. A quorum for a meeting of any of the subcommittees shall consist of greater than 50 percent of the subcommittee membership.
- iv. Minutes of all meetings of the Committee, the Executive Committee or any subcommittee shall be the responsibility of the Chair of that committee or subcommittee.

2. Research and Projects Committee

The Research and Projects Committee, meeting as a committee of the whole or through the agency of its subcommittees, shall review and evaluate all research proposals submitted to the Graduate School by members of the College of Arts and Sciences for research programs such as Summer Research Fellowships, Funded University Research, Released Time for Grant Development, Equipment/Tools Competition and Research Scholar Award, and Outstanding Scholar Award. The Committee shall convey its evaluations and recommendations to the Graduate School. The Research and Projects Committee shall also assist members of the College who are engaged in research, act as their liaison with the Graduate School, and conduct such other reviews and evaluations of research matters as are requested by the Graduate School, the Dean of the College, the faculty and staff, or other standing committees of the College.

a. Membership and term of office

- i. The membership of the Research and Projects Committee shall be composed of one elected representative from each of the academic departments of the College. Each department shall conduct its own election.
- ii. The department representatives shall be elected to staggered three-year terms which shall commence on July 1, 1995. In order to create staggered terms for the initial year of operation of the College the representatives of the Departments of Physics, Political Science, Public Administration and Policy Analysis, Sociology, Social Work, Speech Communication, and Theater and Dance shall be elected to a one-year term; the representatives of the Departments of Anthropology, Art and Design, Biological Sciences, Chemistry, English Language and Literature, and Foreign Languages and Literature shall be elected to two-year terms; and the representatives of the Departments of Geography, Historical Studies, Mass Communications, Mathematics and Statistics, Music, and Philosophical Studies shall be elected to three-year terms.

b. Subcommittees

The Research and Projects Committee shall have four standing subcommittees which shall be considered to be representative of four discipline groups. Subcommittee 1 shall be composed of the representatives from the Departments of Anthropology, Geography, Political Science, Public Administration and Policy Analysis, Sociology, Social Work, and Speech Communication. Subcommittee 2 shall consist of representatives of the Departments of Art and Design, Mass Communications, Music, and Theater and Dance. Subcommittee 3 shall consist of the representatives from the Departments of Biological Sciences, Chemistry, Mathematics and Statistics, and Physics. Subcommittee 4 shall consist of the representatives from the Departments of English Language and Literature, Foreign Languages and Literature, Philosophical Studies, and Historical Studies. The Chair of the Research and Projects Committee shall send each research proposal to an appropriate subcommittee, based on the subject matter of the proposal, for initial review and evaluation.

- c. Final review and evaluation of all research proposals shall be made by the Executive Committee which may refer unresolved issues to the Committee of the whole.

d. Leadership

- i. The Chair of the Research and Projects Committee shall be elected from among the membership of the Research and Projects Committee by the committee members prior to the end of spring semester. The term of office shall be one year.
- ii. Each subcommittee shall elect its own chair.
- iii. The Chair of the Research and Projects Committee and the four subcommittee chairs shall constitute the Executive Committee of the Research and Projects Committee.

e. Responsibilities of the Executive Committee

The Executive Committee of the Research and Projects Committee shall be responsible for coordinating and reviewing the activities of the subcommittees. Issues which cannot be resolved by the Executive Committee shall be referred to the entire Research and Projects Committee. It shall be the responsibility of the Chair of the Research and Projects Committee to inform the entire committee of the actions of the Executive Committee.

f. Meetings

- i. Meetings of the Research and Projects Committee or the Executive Committee may be called by the Chair of the Research and Projects Committee or by the designated representative of the Chair.
- ii. Meetings of the subcommittees may be called by the Chair of the Research and Projects Committee or by the Chair of the subcommittee in question.
- iii. A quorum for any meeting of the Research and Projects Committee shall consist of greater than 50 percent of the committee membership. A quorum for a meeting of any of the subcommittees shall consist of greater than 50 percent of the subcommittee membership.
- iv. Minutes of all meetings of the committee, the Executive Committee, or any subcommittee shall be the responsibility of the Chair of the committee or subcommittee.

g. Conflict of Interest

- i. Members of the Research and Projects Committee who are submitting proposals must inform the chair of the CAS Research and Projects Committee of their intent to submit at least 5 days prior to the submission deadline.
- ii. The Chair of the Research and Projects Committee will contact each department chair of the affected units and ask that the chair provide an alternate for the purpose of participating in the proposal review process.
- iii. The alternate will continue to serve as a member of the R & P Committee until the committee has completed its proposal review process and has submitted its evaluations to the Office of Research & Projects.

3. Academic Policies and Curriculum Committee

The Academic Policies and Curriculum Committee, meeting as a committee of the whole or through the agency of its subcommittees, shall examine and discuss all proposals having to do with adoption, revision or elimination of courses and curricula. The committee shall make recommendations to the appropriate University office or committee concerning the proposals that it has examined, discussed, and approved. The committee shall work with the Associate Dean for Student Development and General Education and the University General Education Committee with regard to all matters of General Education which are of concern to the College. The committee shall conduct reviews of the Operating Papers, and other policies of the College, as requested by the Dean or the faculty, or as the committee deems appropriate. The committee shall formulate amendments to the Operating Papers or policies as requested by the Dean or the faculty, or as the committee deems appropriate, and shall formulate new policies and procedures as requested by the Dean or the faculty, or as the committee deems appropriate.

a. Membership and term of office

- i. The membership of the Academic Policies and Curriculum Committee shall be composed of one elected representative from each of the academic departments of the College of Arts and Sciences. Each department shall conduct its own election.
- ii. The department representatives shall be elected to staggered three-year terms which shall commence on July 1, 1995. In order to create staggered terms for the initial year of operation of the College the representatives of the Departments of Physics, Political Science, Public Administration and Policy Analysis, Sociology, Social Work, Speech Communication, and Theater and Dance shall be elected to a one-year term; the representatives of the Departments of Anthropology, Art and Design, Biological Sciences, Chemistry, English Language and Literature, and Foreign Languages and Literature shall be elected to two-year terms; and the representatives of the Departments of Geography, Historical Studies, Mass Communications, Mathematics and Statistics, Music, and Philosophical Studies shall be elected to three-year terms.

b. Subcommittees

The Academic Policies and Curriculum Committee shall have two standing subcommittees: The Curriculum subcommittee and the Operating Papers and Policies subcommittee. Members of the subcommittees shall be appointed from among the members of the Committee by the Chair of the committee with the advice and consent of the members of the committee. Members of the committee shall be afforded the opportunity to indicate their preference for service on particular subcommittees before the appointments are made. No member shall serve on more than one subcommittee.

c. Leadership

- i. The Chair of the Academic Policies and Curriculum Committee shall be elected from among the membership of the committee by the committee members prior to the end of spring semester. The term of office shall be one year.
 - ii. Chairs of the subcommittees shall be appointed by the Chair of the Academic Policies and Curriculum Committee with the advice and consent of the committee.
- d. Meetings
 - i. Meetings of the Academic Policies and Curriculum Committee may be called by the Chair of the committee or by the designated representative of the Chair.
 - ii. Meetings of the subcommittees may be called by the Chair of the Academic Policies and Curriculum Committee or by the Chair of the subcommittee in question.
 - iii. A quorum for any meeting of the Academic Policies and Curriculum Committee shall consist of greater than 50 percent of the committee membership. A quorum for a meeting of any of the subcommittees shall consist of greater than 50 percent of the subcommittee membership.
 - iv. Minutes of all meetings of the committee or any subcommittee shall be the responsibility of the Chair of the committee or subcommittee.

4. Planning Committee

The Planning Committee, meeting as a committee of the whole, or through the agency of its subcommittees, shall assist the Dean and the two Associate Deans in the development and implementation of long range plans for the maintenance and further development of physical facilities, equipment, and other resources utilized by the College. The Planning Committee shall concern itself with the review and development of budget plans as they pertain to such facilities, equipment and other resources. The Planning Committee shall also conduct such other studies and make such other recommendations with regard to budget and planning issues as are requested by the Dean, the faculty, or other standing committees of the College.

- a. Membership and term of office
 - i. The membership of the Planning Committee shall be composed of one elected representative from each of the academic departments of the College of Arts and Sciences. Each department shall conduct its own election.
 - ii. The department representatives shall be elected to staggered three-year terms which shall commence on July 1, 1995. In order to create staggered terms for the initial year of operation of the College the representatives of the Departments of Foreign Languages and Literature, Geography, History, Mass Communications, Mathematics and Statistics, and Music shall be elected to one-year terms; the representatives of the Departments of Philosophical Studies, Physics, Political Science, Public Administration and Policy Analysis, Sociology, Social Work, and Speech Communication shall be elected to two-year terms; and the representatives of the

Departments of Theater and Dance, Anthropology, Art and Design, Biological Sciences, Chemistry, and English Language and Literature shall be elected to three-year terms.

b. Subcommittees

The Planning Committee shall have four standing subcommittees: Laboratory and Equipment subcommittee; Computing subcommittee; Library subcommittee; and Development subcommittee. Members of the subcommittees shall be appointed from among the members of the Planning Committee by the Chair of the Planning Committee with the advice and consent of the members of the Planning Committee. Members of the Planning Committee shall be afforded the opportunity to indicate their preference for service on particular subcommittees before the appointments are made. Each subcommittee shall have no less than four members and no committee member shall serve on more than one subcommittee.

c. Leadership

- i. The Chair of the Planning Committee, along with a Chair-elect, shall be elected from among the membership of the Planning Committee by the committee members prior to the end of spring semester. Only those beginning their first year of the three-year term are eligible to be Chair-elect.
- ii. The Chair-elect shall become Chair of the Planning Committee during the second year of his or her three-year term. The chair position is a one-year term but an individual may be re-elected.
- iii. The Chair of the Planning Committee shall also be the chair of the Executive Committee. The Executive Committee shall also include, the chair-elect, the past chair, and the four sub committee chairs of the planning committee.
- iv. The Chair remains on the Executive Committee as past-chair during the third year of his or her three-year term on the committee.
- v. Each subcommittee shall elect its own chair. The Chair, Chair-elect, and past Chair of the Planning Committee shall not serve as subcommittee chairs.

d. Responsibilities of the Executive Committee

The Executive Committee of the Planning Committee shall be responsible for coordinating and reviewing the activities of the subcommittees. Issues which cannot be resolved by the Executive Committee shall be referred to the entire Planning Committee. It shall be the responsibility of the Chair of the Planning Committee to inform the entire committee of the actions of the Executive Committee.

e. Meetings

- i. Meetings of the Planning Committee or the Executive Committee may be called by the Chair of the Planning Committee or the designated representative of the Chair.

- ii. Meetings of the subcommittees may be called by the Chair of the Planning Committee or the Chair of the subcommittee in question.
- iii. A quorum for any meeting of the Planning Committee shall consist of greater than 50 percent of the committee membership. A quorum for a meeting of any of the subcommittees shall consist of greater than 50 percent of the subcommittee membership.
- iv. Minutes of all meetings of the committee, the Executive Committee or any subcommittee shall be the responsibility of the Chair of the committee or subcommittee.

B. Administrative Council

There shall be one council which meets regularly with the Dean and Associate Deans to assist with the implementation of policy.

1. 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 and each of the Chairs of the academic departments and Directors of programs included in the College. The Associate Dean for Academic Programs and Faculty Development and the Associate Dean for Student Development and General Education shall be ex-officio, non-voting members of the Council.

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

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. 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. 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 any of the standing committees of the College for discussion and policy modification or formulation. 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 during the regular academic year.

ARTICLE V: OFFICERS OF THE COLLEGE

The Officers of the College of Arts and Sciences shall consist of the Dean, the Associate Dean for Academic Programs and Faculty Development, the Associate Dean for Student Development and General Education, and the Department Chairs.

A. The Dean

The Dean of the College of Arts and Sciences is tenurable in one of the academic departments of the College and is the chief academic and administrative officer 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. The Dean provides academic leadership and is responsible for the administration of all academic programs, departments, and other units included within the College. In conducting the administration of the College, the Dean ensures that College and Department Operating Papers and policies are enforced.

The Dean is responsible for the academic programs of the College and for their review and improvement. The Dean plays a significant role in the continuing administrative, academic and personal development of chairs, faculty and staff within the College. The Dean also has the primary responsibility for maintaining and improving the facilities and equipment of the College. The Dean has overall responsibility for the administration of the General Education Program and administers Academic Counseling and Advising and Instructional Services.

The Dean serves as the chief fiscal officer of the College, manages the budget, and is responsible for the development of yearly budgets and long range strategic plans for the allocation of resources.

The Dean provides leadership in the academic development and retention of students housed within the College through the provision of quality academic courses and programs, advisement services and instructional services, and through the coordination of special programs and activities directed toward student achievement.

The Dean is responsible for maintaining open communication with all faculty, staff, and students within the College and is the principal representative of the College to the administration and other University agencies and bodies. The Dean represents the College to the external community and serves as the principal fundraiser for the College through grants and contracts development and fundraising activities in the external community.

1. Duties of the Dean

A detailed description of the duties of the Dean of the College of Arts and Sciences may be found in Appendix 1A.

2. Selection of the Dean

Procedures for the selection of the Dean may be found in Appendix 2.

3. Evaluation of the Dean

Procedures for the evaluation of the Dean may be found in Appendix 3.

B. Associate Dean for Academic Programs and Faculty Development

The Associate Dean for Academic Programs and Faculty Development is tenurable in one of the academic departments of the College and has overall responsibility for the creative support of undergraduate and graduate programs delivered in the College and for fostering faculty development. The Associate Dean will provide the institutional research function for the College and will oversee college-wide courses, programs, and public service units. The Associate Dean is also responsible for overseeing support services for each building in which CAS faculty, programs, and staff are housed and for other duties as assigned by the Dean.

1. Duties of the Associate Dean for Academic Programs and Faculty Development

A detailed description of the duties of the Associate Dean for Academic Programs and Faculty Development may be found in Appendix 1B.

2. Selection of the Associate Dean for Academic Programs and Faculty Development

The Associate Dean for Academic Programs and Faculty Development shall be 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 for such purpose.

3. Evaluation of the Associate Dean for Academic Programs and Faculty Development

- a. The Associate Dean for Academic Programs and Faculty Development serves at the pleasure of the Dean.
- b. A performance review of the Associate Dean for Academic Programs and Faculty Development shall be conducted by the Dean with the assistance of the Faculty Personnel Committee every three years unless deemed otherwise by the Dean. Prior to the first review of the initial Associate Dean the committee shall design an instrument to solicit an evaluation of the performance of the Associate Dean by all chairs and voting faculty. In subsequent reviews the committee may modify the instrument in consultation with the Dean but should strive for consistency from one evaluation to the next. The Faculty Personnel Committee shall formulate a summary of responses, add such comments as it deems advisable, and communicate the results to the Dean and the Associate Dean. Subsequent to this review the Dean shall hold an evaluation conference with the Associate Dean.

C. Associate Dean for Student Development and General Education

The Associate Dean for Student Development and General Education is tenurable in one of the academic departments of the College and has overall responsibility for assessment of student retention, advising, developmental education, general education, the honors programs and the Bachelor of Liberal Studies degree, with the goal of developing qualitative and quantitative measures, encouraging innovation and improvement, and recommending changes in these functions. This position is also responsible for the coordination and integration of these functions with appropriate units throughout the College and University. Units and programs reporting to this position include Academic Counseling and Advising, Instructional Services, the Honors Program and the Bachelor of Liberal Studies degree, and the General Education Program. The Associate Dean shall be responsible for other duties as assigned by the Dean.

1. Duties of the Associate Dean for Student Development and General Education

A detailed description of the duties of the Associate Dean for Student Development and General Education may be found in Appendix 1C.

2. Selection of the Associate Dean for Student Development and General Education

The Associate Dean for Student Development and General Education shall be selected by the Dean of the College 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 for such purpose.

3. Evaluation of the Associate Dean for Student Development and General Education

- a. The Associate Dean for Student Development and General Education serves at the pleasure of the Dean.
- b. A performance review shall be conducted by the Dean with the assistance of the Faculty Personnel Committee every three years unless deemed otherwise by the Dean. Prior to the first review of the initial Associate Dean the committee shall design an instrument to solicit an evaluation of the performance of the Associate Dean by all faculty and by all staff serving in units reporting to the Associate Dean. In subsequent reviews the committee may modify the instrument in consultation with the Dean but should strive for consistency from one evaluation to the next. The Faculty Personnel Committee shall formulate a summary of responses, add such comments as it deems advisable, and communicate the results to the Dean of the College and the Associate Dean. Subsequent to this review the Dean shall hold an evaluation conference with the Associate Dean.

D. Department Chairs

1. The Chair is a member of the faculty. The Department Chairs are the chief academic and administrative officers of the departments.

2. Duties of the Department Chairs

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.

- a. 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.
- b. The Chair ensures that the provisions of all Department Operating Papers and policies are enforced.
- c. The following are among the functions and responsibilities of a chair:
 - i. represents the department before the administration and in all other matters which the department faculty deem appropriate;

- ii. serves as a member of the Chairs and Directors Council of the College;
- iii. in concert with department faculty develops and implements long range department plans, programs and goals;
- iv. fosters diversity and promotes affirmative action in accordance with University policy;
- v. represents the department in the recruitment of faculty and staff;
- vi. recommends appointment of new faculty and staff after consultation with members of the department;
- vii. evaluates faculty and makes salary, promotion, tenure, and sabbatical leave recommendations in accordance with department, College and University policy;
- viii. evaluates staff in accordance with University policy and procedures;
- ix. prepares academic schedules and faculty work assignments in accordance with department, College and University policy;
- x. prepares budget requests and administers the department budget;
- xi. maintains the records of the department;
- xii. monitors library activities related to department programs;
- xiii. appoints ad hoc committees within the department as deemed necessary;
- xiv. assists the Dean and the department in acquiring the facts and perspectives necessary for effective policy determination;
- xv. regularly informs the department members about policies and decisions which affect the operation of the department;
- xvi. assumes additional responsibilities as determined by the department faculty in their Department Operating Papers.
- xvii. fosters faculty development.

3. Selection of the Department Chairs – Amended February 1999

- a. Each department shall form a Chair Search Committee which 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 to the faculty for vote by secret ballot. The nominations may include “external candidate”. The Chair Search Committee shall conduct the balloting and forward the name of the winner to the dean.

4. Term of office of the Department Chairs

- a. 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.
- b. 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.

5. 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.

6. Removal of the Department Chairs

- a. A Department Chair may be relieved of his/her duties by the Dean.
- b. 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.
 - i. The Dean should discuss and seek advice from a number of constituencies.
 - ii. The Dean shall present reasons for removal of the Chair to the faculty of the department.
 - iii. The Chair shall have the opportunity to respond to the statements of the Dean.
 - iv. 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 Faculty Personnel Committee.
 - v. 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 begin the process to select a new Chair.
 - vi. 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.
- c. The department faculty, in accordance with their Operating Papers, may request that the Dean remove the Chair.

- 7. 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: OMBUDSPERSON POSITION

- A. In order to facilitate the resolution of conflicts involving faculty or involving faculty and students without recourse to formal grievance procedures, the position of Ombudsperson is established within the College. The function of the Ombudsperson is to deal fairly and promptly with student and faculty complaints at the informal level. In performing such duties the Ombudsperson shall be expected to exhibit sensitivity to existing University policy, the traditional procedures for conflict resolution within the various units, and the traditional responsibilities of the Dean and the department Chairs. The Ombudsperson should act in such a manner as to resolve the conflict by taking appropriate action such as convening and moderating meetings of those concerned for purposes of clarification and resolution of conflicts. If such informal interventions prove unproductive or if the aggrieved party wishes to proceed immediately to formal procedures, the Ombudsperson will inform the aggrieved party about the appropriate formal grievance procedures. The Ombudsperson will then withdraw from the grievance proceedings.

1. Selection and term of office

The Ombudsperson will serve a two-year term commencing with the fall semester 1995. During the first year of operation of the College the Ombudsperson will be elected as soon as practicable from among the tenured members of the faculty. In subsequent years the Ombudsperson shall be elected during the spring semester preceding the beginning of a new two-year term in accord with the following procedures:

- a. The Faculty Personnel Committee will request nominations of tenured faculty for the position of Ombudsperson from the voting faculty of the College and from students who are declared majors within the College.
- b. The voting faculty of the College will then vote to elect one person to serve as Ombudsperson from the list of those nominated and consenting to serve.
- c. The nominee receiving the most votes is elected Ombudsperson providing that the number of votes received constitutes an absolute majority of votes cast.
- d. In the event that no one receives an absolute majority of votes counted, a run-off election between the top two candidates shall be held to determine the Ombudsperson.

2. Compensation

The Ombudsperson shall normally serve without direct compensation. In the event that the workload requires significant commitment of time, the Dean and the Ombudsperson may negotiate appropriate compensation.

- B. With the consent of the Dean, the staff and Civil Service personnel within the College may develop and implement a parallel Ombudsperson Policy.

ARTICLE VII: RATIFICATION/ADOPTION

Section 1: These Operating Papers shall be adopted by a simple majority of votes cast by College faculty in a secret ballot election.

Section 2: Upon adoption, these Operating Papers shall go into effect July 1, 1995.

Section 3: In the event of inconsistencies between policies in this document and policies of the Board of Trustees, the latter will take precedence.

ARTICLE VIII: AMENDMENT PROCEDURES (Amended April 2002)

Section 1: Proposed amendments may be submitted to the faculty by the Dean, any standing committee of the faculty, or petition by twenty five (25) members of the voting faculty. Signatures on any petition shall be accompanied by a printed name.

Section 2: Submission of the proposed amendment to the faculty will initially be made to the Chair of the Operating Papers and Policies subcommittee. The subcommittee will request a special meeting pursuant to ARTICLE III of the CAS Operating Papers. The special meeting of the college faculty will be requested within 8 weeks of the original receipt of the proposed amendment. The proposed amendment shall be circulated to all voting faculty, both by e-mail and in paper form, at least two weeks prior to this special College faculty meeting at which it will be discussed. The Operating Papers and Policies subcommittee may also request interested groups to submit position statements to be distributed with the proposed amendment. The Operating Papers and Policies subcommittee shall be responsible for taking the minutes of the special meeting.

Section 3: Changes may be made to the proposed amendment at the College faculty meeting, by majority vote, provided that a quorum of voting faculty is present. Changes may also be made to the proposed amendment at the College faculty meeting by friendly amendment if all representatives present at the meeting, of the group or individual proposing the amendment, agree to the change.

Section 4: The proposed amendment, with the minutes of the special meeting of the College faculty attached, will then be submitted to voting faculty through a mail ballot, conducted by the Elections subcommittee, during either a fall or spring semester. The Operating Papers and Policies subcommittee may also request interested groups to submit amended position statements to be distributed with the ballot. The Operating Papers and Policies subcommittee may include its own comment with the ballot if it deems such comment appropriate. Approval of the proposed amendment requires a simple majority of votes cast.

Section 5: An approved amendment shall take effect immediately unless specified otherwise and be binding upon all within the College. Approved amendments will be submitted to the Operating Papers and Policies subcommittee for inclusion in the CAS Operating Papers.

ARTICLE IX: COLLEGE REPRESENTATION IN THE FACULTY SENATE (AMENDED SEPTEMBER 1998)

A. Senators

Voting members of the College of Arts & Sciences faculty on continuing appointment are eligible to serve as faculty senators representing the College.

B. Types of Balloting

The ballot will be completed in two steps.

1. The Distributive Balloting.

If the number of seats in the faculty senate apportioned to the College continues to equal 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. 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 ballot

- a. The distributive ballot will be completed and counted before open balloting is conducted.
- b. 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.
- c. Each voting faculty member may vote for one person from each department represented in the distributive balloting.
- d. Within each department whose nominees are included on the distributive ballot, the person with the most votes will be deemed elected to the senate.
- e. 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.

2. The Open Balloting

Senators will be elected via open balloting to fill senate seats apportioned to the College and not filled by distributive balloting. No more than one senator per single department will be elected via open balloting.

- a. The open ballot will be completed after the distributive ballot has been completed and counted.
- b. All nominees will be included on the open ballot except those already elected via distributive balloting.
- c. 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.
- d. Each voter may not cast votes for more than one nominee per department.
- e. 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.
- f. 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.

Once elected there will be no distinction between senators elected by distributive versus open balloting.

If the number of faculty senate seats apportioned to the College falls below the number of departments in the College, the College policy on the allocation of its faculty senate seats will be returned to the appropriate committee for reconsideration to any election.

3. Alternate Senators

If a senator is unable to perform his/her duties for a least eight consecutive weeks an alternate senator will be selected to fill that senate seat.

- a. If the senator who is unable to continue is from a department that has two members on the senate, the alternate senator will be selected by referring to the previous election results. The nominee will be selected from the open balloting who had the most votes but is not yet serving on the senate.
- b. If the senator who is unable to continue is from a department that has one member on the senate, the alternate senator will be selected by that department. In the event that the department declines to select an alternate senator the position will be filled using the procedure outlined in B.3.a above

C. Election of Senators

1. Nominations

The Faculty Personnel Committee, Elections subcommittee, with the assistance of the Dean of College will:

- a. by January 24 inform the College faculty of the number of senators to be elected and distribute a form 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
- b. notify all departments who will lack representation on the senate and inform them of their eligibility to have a senator elected via distributive balloting
- c. enclose a list of those voting members of the College who are eligible to begin a senate term with the nominating form
- d. indicate that each voting member of the College faculty may enter one nomination for each vacant senate seat
- e. indicate that nominations will be closed on February 3

2. Preparing the Ballots

- a. By February 10 the Election 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.
- b. The Elections Committee will prepare a distributive ballot including all nominees from eligible departments and distribute them to the voting members of the College faculty by February 20.
- c. After the distributive ballots have been counted the Elections Committee will prepare an open ballot including all eligible nominees and distribute them to the voting members of the College faculty by March 14.

3. Voting

- a. The distributive ballots will be returned to the College Dean's office by March 2.
- b. The Elections Committee will count the distributive ballots by March 8.
- c. The open ballots will be returned to the College Dean's office by March 26.
- d. The Elections Committee will count the open ballots and announce the results of both the distributive and open balloting by April 1.

D. Transition to the College Policy

If more than one member of a department in the College is serving in the faculty senate when this policy goes into effect, no nominees from that department will be included on the ballot. Nominees will be included on the ballot once a department has one or fewer members serving in the senate.

E. Notes

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

This amendment does not apply to Graduate Council representatives to the faculty senate. These representatives are elected by a different process.

APPENDIX 1: DUTIES OF THE DEAN AND THE ASSOCIATE DEANS

A. Duties of the Dean

1. Administration

a. General Responsibilities

The Dean is responsible to the chief officer for Academic Affairs or to the delegated representative of the chief officer for Academic Affairs. The Dean serves as fiscal officer of the College and exercises general responsibility and supervision with respect to the educational policies and operation of the College.

The Dean serves as Chair of the Chairs and Directors Council. The Dean presides at all regular and special meetings of the College except when the matter of selecting a Dean is under consideration. In the event of the Dean's absence or disability the Associate Dean for Academic Programs and Faculty Development shall discharge the duties of the Dean's office unless otherwise specified by the Dean.

The Dean fosters diversity and promotes affirmative action in accordance with University policy.

The Dean presents policy recommendations to the faculty or to its committees, calls meetings of College committees in accordance with College policy, and appoints such committees as deemed necessary.

The Dean acts as an intermediary in problems of reconciling student and faculty welfare.

The Dean performs all other functions provided for in these Operating Papers.

b. Planning and Budget

The Dean serves as chief fiscal officer of the College and supervises fiscal operations of all units within the College.

The Dean establishes and maintains budget practices to ensure:

- i. consistency of data across units;
- ii. availability of standard cost data for the General Education program and courses and each major or minor program; and
- iii. quantitative and qualitative outcome measures of the General Education Program and every major and program in the College.

The Dean develops and maintains data necessary to support all decision making and develops and maintains College strategic plans to support the reallocation of funds.

After consultation with the department Chairs, the Dean submits budget recommendations to appropriate administrative officers, administers budget allocations and submits regular fiscal reports to department Chairs.

The Dean acts as liaison between the College and other units of the University. The Dean is responsible for recommending or suggesting to those units external to the College which expend funds on behalf of the College how the distribution of their

resources would best promote the College's programs. The Physical Plant, the Library, and the Graduate School are examples of such external units.

c. Personnel Management

In dealing with personnel matters the Dean should promote an environment characterized by sensitivity, fairness and consistency.

The Dean provides support in recruitment of faculty and provides assistance and support for recruiting minority faculty.

The Dean maintains a system of faculty position control. The Dean maintains the records of the College and keeps College personnel files in good order and transmits to the Provost employment information on faculty members and any other pertinent information regarding their professional activities.

The Dean has responsibility for handling grievances by faculty.

d. Facilities and Equipment

The Dean, or designated representative, administers the physical facilities and equipment of the College. The Dean efficiently allocates classroom space, manages and maintains the laboratories within the College, provides for the management of the Fine Arts facilities, including studios, theaters, and practice rooms. The Dean also provides for the maintenance of the equipment of the College and sufficient computer facilities for teaching, research and administration.

e. Academic Programs

The Dean, in cooperation with the faculty, has the responsibility for promoting academic excellence for all programs within the College.

The Dean oversees program reviews and relates the results of such studies to planning and budgeting.

The Dean maintains the course inventory.

The Dean is responsible for maintaining course schedules which balance student needs, faculty interests, General Education and individual program requirements and coordinates the scheduling of courses within the College in conformity with University policy and procedure.

f. Faculty

The Dean supports faculty development initiatives and encourages faculty research and creative activities.

The Dean makes recommendations to the chief academic officer, in accordance with the policies of the College faculty, on the appointment of new faculty members and other persons recommended by the departments.

The Dean approves and recommends for appointment department Chairs in accordance with College policy, holds an annual evaluation conference with each department Chair, and, if necessary, removes Chairs of departments in accordance with the provisions of these operating papers.

The Dean submits to the Provost and Vice Chancellor recommendations on promotion, tenure, salary and other relevant personnel matters formulated in accordance with Board of Trustees, University, College, and Department policy and procedure.

The Dean ensures that Department Chairs assign fair and equitable teaching loads in conformity with University and College policy and procedure.

The Dean trains and develops Department Chairs and cultivates and rewards active and entrepreneurial Chairs who are successful in the implementation of the mission of the department, College and University.

g. Students

The Dean, personally or by delegation, advises and approves courses of study for students and is responsible for the academic discipline of the students and faculty of the College in accordance with the policies of the College faculty.

The Dean, personally or by delegation, screens, tests and advises all incoming students and integrates developmental education requirements, courses and faculty with faculty and introductory courses in math and English composition.

The Dean consults with and advises the department Chairs in establishing advisement procedures for declared students within the College and enhances advisement of undeclared students and students in developmental education. The Dean, personally or by delegation, coordinates General Education advisement and department advisement.

The Dean, personally or by delegation, approves in consultation with the department Chairs the graduation of students from the College in conformity with Board of Trustees, University, and College policy and procedure.

The Dean, personally or by delegation, recruits and retains outstanding students by expanding such programs as the Honors Academy and the Chancellors Scholars.

The Dean, personally or by delegation, works closely with other University officials to ensure the development, improvement and coordination of all programs related to the recruitment and retention of students.

The Dean has responsibility for handling grievances by students.

2. Communication

In communicating with faculty, staff and Civil Service, the Dean shall stress collegiality and openness.

The Dean serves as the College's principal representative to the administration and other University agencies and bodies in transmitting such recommendations as the faculty may wish presented.

The Dean submits regular reports on budgetary expenditures to the appropriate officers and committees and makes an annual written report of the previous fiscal and academic year at the annual fall meeting of the College faculty, and reports to them prospective and proposed allocation of resources for the current and future years.

The Dean keeps the faculty informed concerning policies that have been established by the faculty, decisions that have been made by the administration, proposals that are being considered by the administration, and any other matters which are pertinent to the responsibilities and welfare of the faculty.

The Dean notifies standing committees of the College in case of disapproval or modification of their policy decisions prior to submission of recommendations to higher administrative officers, giving the reasons for modification or disapproval.

3. Academic Leadership

The Dean serves as principal advocate for strong undergraduate and graduate programs within the College and provides resources consistent with the mission of the College and the University.

The Dean serves as the principal advocate of General Education and works closely with other University officials and the General Education Committee to initiate recommendations and to review faculty recommendations for modifications to the General Education Program.

The Dean identifies and resolves significant issues confronting the College.

The Dean, as chief executive officer of the College, acquires both the facts and perspectives necessary for effective policy determination and exercises educational leadership. The Dean identifies consensus, makes decisions in accordance with College policy, and sees that the decisions are executed.

When appropriate, the Dean provides encouragement and leadership to facilitate development of department initiatives such as new programs, courses and cooperative ventures.

The Dean provides incentives for interdisciplinary teaching and also provides rewards for excellent and innovative teaching.

The Dean provides incentives for interdisciplinary research and also provides rewards for excellent research.

The Dean provides incentives for fine arts endeavors and also provides rewards for excellent and noteworthy artistic and creative achievement.

4. Alumni Relations and Fund Raising

The Dean procures external financial support to supplement state appropriations.

The Dean cultivates highly placed alumni through personal contact.

The Dean seeks financial support for specific projects through fund raising activities.

The Dean maintains a list of worthy projects for which financial support might be obtained when contacting foundations, corporate donors and government agencies.

B. Duties of the Associate Deans

The Dean is responsible for assigning the duties of the Associate Deans and is accountable for the activities 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:

1. Academic Programs

Act as advocate for the programs of the College of Arts and Sciences.

Monitor programs, accreditation issues, program reviews and follow-ups.

Work with the University Offices of Undergraduate Assessment and Program Review and the Office of Institutional Research and Studies in the creation of data and information useful to the College's planning efforts.

Oversee a) M.S. in Environmental Sciences and related courses, b) Office of Science and Mathematics Education and related courses. c) Interdisciplinary Minors i.e. Black American Studies, Classical Studies, Peace and International Studies, Women's Studies and Religious Studies Program.

Oversee CAS public service units--WSIE, Contract Archaeology and the University Museum.

Insure the continued development and maintenance of general facilities, and laboratory and other specialized facilities in CAS to support quality education. These facilities include: Art and Design Building, Dunham Hall including the Theater, Peck Hall, Science Building, Student Experimental Theater, Founders Hall and Alumni Hall.

Coordinate with Academic Computing with respect to open access labs and especially with respect to special use labs such as those for English Composition, Foreign Language, Geographic Information Systems, and Music.

Insure efficient classroom utilization.

2. Faculty Development

Oversee implementation of faculty personnel policies for promotion, tenure, sabbatical leaves, salary and hiring.

Work with Chairs and the Dean to foster the development of each faculty member's special talents and interests with respect to teaching and scholarly activity.

3. Oversee the General Education Program

The General Education Program includes Introductory courses and their substitutes, Distribution courses and their substitutes, Skills courses, Interdisciplinary courses and special requirements such as International Issues, International Culture and Intergroup Relations.

In conjunction with appropriate University and CAS offices and committees, develop and maintain assessment and retention measures for students in the General Education Program. Evaluate these to recommend changes for on-going improvement.

Coordinate scheduling to provide sufficient numbers of sections at appropriate times.

Stimulate investigation of new curricula and methods for presenting General Education
Coordinate and support innovation in Interdisciplinary Courses.

Foster continuity for student success from General Education to majors course work with appropriate academic support.

Coordinate General Education advisement with department advisement.

4. Oversee Academic Counseling and Advising

In conjunction with appropriate University and CAS offices and committees, develop and maintain assessment and retention measures for undeclared students. Evaluate these to recommend changes for on-going improvement.

Foster improvement in advisement of undeclared students.

Foster improvement in advisement of academically at-risk students.

Establish a cohesive system of advisement for students throughout their academic career.

Conduct annual review of Director of Academic Counseling; include provision for the evaluation of Director by the staff.

5. Oversee Instructional Services

In conjunction with appropriate University and CAS offices and committees, develop and maintain assessment and retention measures for students enrolled in academic development courses. Evaluate these to recommend changes for on-going improvement.

Become familiar with changing philosophies of development course work and academic assistance.

Foster innovative approaches in academic philosophies of developmental education and academic assistance.

Evaluate course content to insure continuity in curriculum from academic development to college-level course work with appropriate academic support.

Conduct annual review of Director of Instructional Services; include provision for evaluation of Director by the staff.

6. Honors Programs

In conjunction with appropriate University and CAS offices and committees, develop and maintain assessment and retention measures for students in the honors programs. Evaluate these to recommend changes for on-going improvements.

7. Bachelor of Liberal Studies

In conjunction with appropriate University and CAS offices and committees, develop and maintain assessment and retention measures for students majoring in Liberal Studies. Evaluate these to recommend changes for on-going improvements.

APPENDIX 2: SELECTION OF THE DEAN

- A. The Dean will be selected and evaluated in accord with University policy and procedure.
- B. The six faculty members to serve on a Dean Search Advisory Committee or a formal four-year Dean Evaluation Committee as representatives of the College of Arts and Sciences shall be chosen by the following procedure:
 - 1. No department shall have more than one representative on the committee.
 - 2. The Faculty Personnel Committee shall circulate a list of all voting faculty with a request that all voting faculty unwilling to serve on the committee notify the Faculty Personnel Committee within seven days.
 - 3. The Faculty Personnel Committee shall remove the names of those unwilling to serve from the list. The Faculty Personnel Committee then circulates the list of willing faculty and a 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.
 - 4. The six faculty, representing different departments, receiving the highest number of votes shall be elected to the committee. In the event that two or more people are tied for the final positions on the committee the Faculty Personnel Committee shall distribute a second ballot listing only those who are tied. Following selection of the six members of the committee six members of the faculty receiving the next highest number of votes shall be designated as alternates to the committee.
- C. When the Office of the Dean becomes vacant, a Dean Search Advisory Committee shall be constituted by the Provost and Vice President for Academic Affairs with the following composition:
 - 1. Six faculty members chosen by the College faculty in accordance with the provisions of B above;
 - 2. One faculty member (i.e., a person whose assignment is at least 50 percent in teaching, research or public service) chosen by the Provost;
 - 3. One faculty member chosen by the Faculty Senate president in consultation with the Provost;
 - 4. 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); and
 - 5. One non-academic employee from the College, chosen by the permanent, full-time non-academic employees working in the College.
- D. The Chair of the Dean Search Advisory Committee shall be chosen from the committee membership by the Provost in consultation with the committee. The Chair shall vote only in the case of a tie.
- E. 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.
- F. The Dean Search Advisory Committee shall present a list of at least three, unranked candidates for the Deanship. All candidates on the list shall be acceptable to a majority of the College faculty

responding to a poll conducted by the committee. Such poll shall be conducted only for the purpose of determining the acceptability of the candidates, not for purposes of ranking them.

- G. A dean may only be chosen from among those nominated by the Committee. In the event that the Provost finds the selected candidates unacceptable, the Committee shall be instructed to develop a new list.
- H. If it is necessary that an acting dean be appointed, the appointment will be made in consultation with the College faculty or a representative body thereof.

APPENDIX 3: EVALUATION OF THE DEAN

A. Annual Evaluation of the Dean

1. An annual performance evaluation of the Dean shall take place each year (except during the years in which a four-year review occurs) 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.
2. The primary purpose of the annual review is to provide constructive evaluation of the performance of the Dean. To this end the review should attempt to identify areas of strength and weakness as well as areas of constituency concern. A secondary purpose of the review is to allow the College constituencies to communicate evaluations to the Chancellor and the Provost.
3. The annual review of the Dean shall be conducted during the Spring Term and the final report to the Provost and the Chancellor shall be submitted no later than April 15.
4. The annual review shall be conducted by an Annual Review Committee. For the purposes of the annual review of the Dean the Faculty Personnel 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 Faculty Personnel 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 Faculty Personnel Committee.
5. Prior to the initial review of the first Dean of the College the Annual Review Committee shall meet to devise an instrument to be used for soliciting the opinion of the personnel within the College of Arts and Sciences about the Dean's performance in office. A single evaluation instrument shall be developed for use by all personnel within the College who are eligible to participate in the evaluation. The evaluation instrument shall consider the written job description of the Dean and the specific duties of the Dean listed in Appendix 1 of the College of Arts and Sciences Operating Papers. The written evaluation instrument may include a supplemental section soliciting the responses of the Associate Deans, Chairs and Directors. At its discretion the Annual Review Committee may conduct such interviews as it deems appropriate. In subsequent years the committee shall review the existing instrument and, in consultation with the Dean, modify the existing instrument as necessary. In modifying the existing instrument the committee should strive for consistency of evaluation from year to year. It is the responsibility of the Chair of the Faculty Personnel Committee to call the meetings and supervise the annual review process.
6. Those eligible to participate in the Annual review of the Dean include:
 - a. all voting faculty of the College;
 - b. all full-time professional staff who have passed their probationary period and are assigned to the College of Arts and Sciences; and
 - c. all full-time Civil Service Staff who have passed their probationary period and are assigned to the College of Arts and Sciences.
7. The responses to the evaluation instrument from each of the three constituency groups shall be tabulated separately by the Annual Review Committee.
8. The Committee shall develop a report which includes recommendations for the Dean to consider during the following year. In preparing its report the Annual Review Committee

shall consider the tabulated results of: the evaluation instrument; written comments from the evaluation instrument; recommendations from the previous year's review, together with the responses by the Dean, the Provost, and the Chancellor to those recommendations; and any data provided by the Dean which he or she deems useful in documenting his or her performance and the performance of the College. The report shall clearly differentiate the results of evaluation derived from faculty, professional staff and Civil Service staff. A concluding summary statement should, if possible, provide an integrated evaluation based upon the views of all three constituency groups.

9. A copy of the report, including recommendations, shall be forwarded to the Dean. The Dean shall have two weeks to provide a written response to the Committee. After two weeks, 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.
10. 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 four-year review.
11. 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.
12. Certain information may remain private upon joint agreement of the Chancellor, the Provost and the Annual Review Committee. The decision about what information is to remain private will be made within 20 working days of the completion of the final report. It will be the responsibility of the Provost to call any meetings needed to arrive at this decision. 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. Confidential sections of the report (and associated supporting documentation) shall not be incorporated into the report distributed to College personnel. Confidential information shall be kept locked in the Dean's office and shall be made available only to the Annual Review Committee. Such sections (and documentation) shall be destroyed after completion of the following formal four-year review, unless needed for legal purposes. Any documentation used for annual review, but not retained as part of the formal four-year review, or needed for legal purposes, shall be destroyed after completion of the formal four-year review.

B. Four-Year Review

1. A Dean Evaluation Committee shall be constituted by the Provost and Vice Chancellor for Academic Affairs at the beginning of the fourth year of the Dean's tenure in office and every fourth year thereafter. It shall be constituted in the same manner as the Dean Selection Committee described in Appendix 2.
2. The Chair of the Dean Evaluation Committee shall be chosen from the Committee membership by the Provost and Vice Chancellor for Academic Affairs in consultation with the members of the Committee. The Chair shall vote only in the case of a tie.
3. The Dean Evaluation Committee shall develop its procedures in consultation with the Provost and Vice Chancellor for Academic Affairs. It shall, however, consider appropriately comprehensive information, such as the Dean's self-assessment and interviews with appropriate administrators, faculty, staff, and students; and shall consider at least the following in making its assessment:

- a. the performance of the College under the leadership of the Dean;
 - b. the opinions of the College personnel on the performance of the Dean, including the solicitation of 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.
4. Upon concluding the evaluation, the Dean Evaluation Committee shall make a written report which 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 they are finalized and transmitted. The Committee shall submit its findings and recommendations concerning retention to the Chancellor and the Provost, with a copy being submitted to the Dean. The Chancellor and the Provost shall furnish copies of their responses to the Committee's report to the Committee and to the Dean.
5. The report of the Dean Evaluation Committee shall be distributed to the personnel of the College within 60 days after the submission of the report to the Chancellor, except for such sections as the Chancellor and the Committee agree to keep confidential, together with a written response from the Chancellor on the Committee's recommendations. In determining if certain information should be kept confidential, the Committee, the Chancellor, and the Provost should give careful consideration to the wishes of the Dean that confidential sections of the report (and supporting documentation upon which they are based) shall not be included in the report distributed to the faculty. Sections of the report which are agreed to be kept confidential should be carefully protected in the Office of the Provost and Vice Chancellor for Academic Affairs, and documentation on which they are based will be destroyed after the completion of the next four-year review, or any legal limits, whichever is longer. Documentation for a yearly review not contained in a four-year review, and not needed for legal purposes, will be destroyed after the completion of the four-year review.
6. If the Dean Evaluation Committee recommends the termination of the Dean, the Chancellor shall submit a written response to the Committee. If the recommendation to terminate the Dean is supported by at least eight voting members of the Committee, the Chancellor shall declare the Office of the Dean vacant.
7. In the case that the Chancellor declares the office to be vacant as in vi. above, the Chancellor may direct that the report not be disseminated.