

Willamette University  
CAS Faculty Handbook  
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## College of Arts & Sciences Faculty Handbook

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## **1. Policy of Academic Freedom and Responsibility**

Willamette University has accepted both the letter and the spirit of the American Association of University Professors' 1940 Statement on Academic Freedom as given below:

1. "Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution."
2. Academic freedom does not give teachers unlimited freedom in the classroom. The 1940 AAUP statement on academic freedom includes the following: "Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject."
3. "College or university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution."

Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relation. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in a course. Students should not be forced by the authority inherent in the instructional role to engage in partisan advocacy.

Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to the performance.

## **2. Statement of Professional and Ethical Responsibility**

The achievement of the goals of Willamette University is the responsibility of all those associated with the university — the trustees, the administration, the faculty, the staff, the students and the alumni. Each of these groups shares in this general responsibility, and each group has its own particular responsibility.

The responsibility of faculty members is a dual one and involves a professional responsibility and an ethical responsibility. Professional responsibility consists of the teaching of specific academic disciplines to students. Ethical responsibility involves the acceptance of and devotion to the maintenance of the highest possible standards of conduct within the classroom and an awareness of professional responsibility when appearing in public and outside the classroom. To fulfill these dual responsibilities, it is incumbent upon faculty members to strive for the highest standards of performance with respect to scholarship and individual behavior.

In order to fulfill professional responsibility, faculty members should:

- Teach their students according to the best scholarly standards of their discipline;
- Constantly strive to revise and upgrade those courses for which they are responsible by integrating developments in their academic field(s) with their teaching;

- Keep abreast of professional developments in their fields and seek to develop and improve scholarly competence through necessary research, writing, collaboration, attendance at professional meetings, and individual study;
- Accept fairly the obligation of implementing, impartially, those decisions determined by a majority of the faculty in its authorized meetings.
- Share equitably the responsibilities for service and leadership essential to the continuance of shared governance and to promoting the centrality of faculty in the university community.

In order to fulfill ethical responsibility, faculty members should:

- Respect the fact that controversy may be the lifeblood of the classroom, but observe that all forms of controversy and all topics may not be appropriate or germane to all classrooms;
- Honor the principle of academic freedom by asserting its rights vigorously and at the same time accepting its duties and responsibilities, concurrent with the maintenance of an atmosphere of free inquiry in the classroom;
- Treat staff colleagues respectfully and with professional courtesy, whether in person, online, or in other forms of exchange;
- Be conscious of their words and actions while in the company of students, and be judicious in deciding what information and opinions are appropriate to share;
- Be aware of the fact that in speaking or writing publicly, one has a special responsibility to identify clearly, and otherwise distinguish, personal views and opinions from those of the university in order that such opinions not bring discredit or notoriety upon the university.

This document does not attempt to anticipate every possible situation or to cover every topic in detail. The guiding premise of this document is that all members of our community should conduct themselves with honesty and integrity and adhere to all legal requirements and to ethical behavior in relation to all aspects of teaching effectiveness, professional development, and service. As employees of Willamette University, all faculty are bound by university policies [<https://willamette.edu/offices/hr/policies/index.html>].

### **3. Personnel Policies and Procedures of the College of Arts & Sciences**

#### **3.1 Statement of Purpose.**

The primary purpose of these policies and procedures is to maintain the highest quality faculty obtainable while also giving as many qualified emerging academics the prospect of tenure with respectable salaries as will protect the capacity of the University to respond effectively to deep changes in educational patterns. The policies and procedures by which this is to be accomplished should (1) help create an open and supportive atmosphere for the personal and professional growth of all its members; (2) enrich the teaching-learning processes; (3) enhance mutual confidence among faculty, students, administrators, and trustees; (4) provide rational, fair, and defensible mechanisms for making decisions affecting the faculty; and (5) protect the academic freedom of all members of the faculty.

### **3.2 Voting Privileges.**

Voting privileges are bestowed on all full-time continuing faculty members of the College of Arts & Sciences plus those administrators who are members of the faculty by virtue of the University Bylaws or who have been granted the privilege of voting membership by the President of the University.

The Faculty may grant additional voting privileges on an annual basis. Full-time, tenured faculty members who have negotiated a retirement arrangement with the University that involves part-time teaching retain the rights and privileges of full-time teaching faculty in the College of Arts & Sciences for three years or until they have retired completely from the University, whichever comes first. CAS-affiliated Librarians (defined as individuals employed full-time in a permanent capacity as professional librarians and archivists in the Mark O. Hatfield Library) may be granted CAS voting privileges for the academic year on CAS curricular matters upon approval of the CAS faculty at the outset of each academic year at the first business meeting of the CAS faculty. Eligibility of the CAS-affiliated Librarians for voting privileges in the CAS shall be based on service to CAS governance committees, teaching CAS courses, and/or other vital service to the CAS. Visiting (temporary) faculty members, whether full or part time, do not have voting privileges.

### **3.3 Types of Faculty Appointments.**

There are eight types of faculty appointments: Tenured, Tenure-Track, Lecturer (full-time and part-time), Visiting Faculty Member (full-time), Visiting Faculty Member (part-time), Emeriti Faculty, Special Appointments, and Partner Hires.

#### **3.3.1 Tenured Appointments.**

- A. Definition. A tenured appointment shall mean the opportunity of a faculty member to continue full-time employment at the University in duties appropriate to the training and experience of the faculty member. The tenured appointment shall be at a salary in the range for the appointee's rank and shall continue until death, resignation, retirement, or failure to accept written assignment or appropriate duties for the ensuing academic year within thirty days following receipt of such assignment.
- B. Responsibilities. A full-time teaching appointment in the College of Arts & Sciences normally involves the following responsibilities:
  1. Full-time or shared responsibility for the equivalent of five non-laboratory courses carrying one credit each, during the academic year. In varying circumstances of different departments, equivalencies take different forms, but the basis for computing them shall be to count an attached laboratory section as .5 in the teaching load. Departments will be responsible for working with the Dean to balance offerings between semesters. Released time for special assignments may be negotiated jointly with the department and the administration. Full-time teaching status shall be retained provided that such released time does not exceed two-fifths the normal full-time load over an academic year.
  2. Participation in the student advising program.
  3. Participation in the governance or curricular affairs of the faculty, usually involving membership in or work with the Academic, Budget Advisory, or Faculty Evaluations Committees, one of the subcommittees thereof, or in some other appointed or elected group in the University.
  4. Involvement in professional development activities (Section 3.3.1 C.1.b.).

5. Participation in program development, committee work, and other activities of the department or program.

C. Evaluation Standards and Procedures.

1. Standards. The criteria for retention, promotion, tenure, and step increases shall be (1) teaching effectiveness and growth as a teacher, (2) engagement in scholarship and/or creative activity, and (3) contributing to University service. Although faculty members are expected to make contributions in all three areas, effective teaching is of paramount importance; poor teaching cannot be redeemed in the other two areas. Moreover, it is expected that faculty members adhere to the guidelines regarding ethical and professional responsibility (Section 2).

The criteria used to compose the standards of evaluation do not constitute a simple checklist, but are intended as guidelines to be used in evaluating faculty up for review. Certain teaching, research, or service activities may not clearly fit into the areas listed. When this occurs, the faculty member under review is encouraged to explain in their Personal Statement where each activity would best fit. Moreover, the Faculty Evaluations Committee strives to remain attentive to issues of equity and inclusion in its evaluation of faculty.

- a. **Teaching effectiveness and growth as a teacher.** Willamette University's College of Arts & Sciences is first and foremost a teaching institution. Faculty value ongoing pedagogical development, creativity, risk-taking, and inclusivity. Faculty at all ranks are expected to meet all of the following criteria. The effective teacher:

- i. Demonstrates substantial understanding of the subject matter and revises courses when necessary to reflect current developments in relevant disciplines.
- ii. Is well-prepared for classes and presents courses in an organized fashion.
- iii. Practices inclusive teaching by employing pedagogical practices and/or course materials that are attentive to student learners from diverse cultural and economic backgrounds and across a range of abilities; provides students with opportunities to demonstrate proficiency of material in a variety of meaningful ways; meaningfully strives to include diverse voices in the course content and/or in the classroom environment.
- iv. Seeks to maintain the interest of students and to stimulate their intellectual curiosity and creative abilities.
- v. Regularly strives to improve their pedagogy through the exploration of new teaching techniques and methodologies, and the refinement of existing practices.
- vi. Makes clear to the students the objectives and requirements of their courses and the criteria by which students will be evaluated. The effective teacher exhibits fairness and impartiality in evaluating student achievement.
- vii. Assumes the work of mentoring students by supporting their coursework and scholarship.

- b. **Engagement in scholarship and/or creative activity.** In demonstrating engagement as a scholar/artist, the faculty member engages in scholarly

activities aimed at broad dissemination such as research and writing for publication, artistic creativity and performance, or other professional works which expand one's teaching expertise, contribute to one's own and/or related disciplines and, thus, enhance the life of the University. Although the nature of, and the expectations for, scholarship/creative activity will vary by discipline, it is expected that faculty members demonstrate scholarship/creative activity in a manner accepted by individuals in relevant fields of study. For tenure and promotion, faculty must satisfy criteria i. below. For step promotions, faculty must be research or creatively active, which can be demonstrated by satisfying some or all of the criteria below. The following modes of scholarship are considered in the evaluation process:

- i. Research and writing that appear in peer-reviewed publications, public performances or exhibitions, or other appropriate peer-reviewed professional activities (e.g., receipt of peer-reviewed external grants and the publication of research-based articles on pedagogy and curricular design) in the candidate's field(s) of expertise. Peer-reviewed works are those that come from a process of rigorous vetting by other scholars/artists in one's field.
  - ii. Participation in and presentation of work at professional conferences and workshops.
  - iii. Activity that demonstrates continued engagement in peer-review processes such as grant and fellowship applications, submission for peer-reviewed publication, and juried exhibitions.
  - iv. Non-peer-reviewed publications and professional activities as defined in (i.) and (ii.) above;
  - v. Disseminating scholarly/creative activities that enhance one's ability to teach courses in new or related fields, extend one's area of expertise, enhance one's pedagogical skills, or that enhance interdisciplinary understanding.
  - vi. Mentoring students in research and creative work not recognized in one's regular teaching responsibilities.
- c. **University and community service.** The College of Arts & Sciences requires faculty engagement and dedication in order to shape our curriculum, provide the best possible liberal arts education to our students, and to participate in effective shared governance. Accordingly, all tenured and tenure-track faculty members are expected to participate actively in governance, mentoring, and other service work.

Significant contributions to college service, as defined below, are expected for those at the rank of Professor and those standing for promotion to Professor. While significant contributions need not be continuous, they should be evident during a portion of each review cycle.

It is expected that all faculty members will:

- i. Equitably share and constructively collaborate with colleagues in carrying out the non-teaching work of their department and/or program and the University. It is expected that faculty will serve on University



councils and committees, assume an equitable share of student advising, be accessible for consultations with students, and provide well-informed advice and assistance in helping students work toward the timely completion of their programs.

- ii. Contribute to activities that support inclusion, equity, and access to the University including for students, faculty, and staff from systemically underrepresented groups. We define systemically underrepresented groups as groups who have historically been denied equitable opportunities for higher education. Our efforts are intended to support the university's commitment to a diverse, equitable, and inclusive working and educational environment.

Examples of such activities might include:

- attending equity, diversity, and inclusion workshops on campus, or through one's professional organizations;
- leading similar trainings or workshops for colleagues or students;
- mentoring students or colleagues from systemically underrepresented groups;
- connecting students with people or resources who can contribute to their success;
- participating in conversations and planning that strive to make our community more diverse and inclusive;
- mentoring relevant student organizations;
- outreach to systemically underrepresented communities;
- working on Title IX issues.

- iii. Other areas of service include:

- Participation in informal and co-curricular activities that enrich the intellectual and cultural life of the campus.
- Engagement with off-campus communities, when appropriate to one's individual and/or professional talents.

## 2. Timetable.

- a. Tenured faculty members at the level of associate professor will be evaluated for a step advance every third year. Full professors are evaluated for a step advance every fifth year.
- b. The minimum time in rank before a faculty member at the rank of Associate Professor may be evaluated for promotion consideration is five years. Associate Professors eligible for promotion should advise the Faculty Evaluations Committee when they wish to be considered for promotion. In exceptional cases, the Faculty Evaluations Committee may initiate promotion consideration earlier than the normal minimum time in rank.
- c. A full or partial evaluation of a tenured faculty member may occur more often at the request of the faculty member or the Faculty Evaluations Committee.

3. Materials. The faculty member being evaluated has a primary responsibility for soliciting evaluative materials and submitting information to the Faculty Evaluations Committee for their periodic evaluations. The kinds and sources of evaluative information is as follows:

- a. Required Documents. To be evaluated, a file must include the information listed below. Failure to provide a complete file as requested by the Faculty Evaluations Committee may adversely affect decisions regarding retention, promotion, tenure, and step advances. The required documents become a part of the faculty member's permanent file and may be consulted during future evaluations at the faculty member's request or at the Faculty Evaluations Committee's discretion.
- i. current Curriculum Vitae;
  - ii. current Professional Activities Forms;
  - iii. current Personal Statement. A personal statement should include an assessment of work in and long-term plans/goals for each of the three areas of evaluation: teaching effectiveness and growth as a teacher, engagement in scholarship and/or creative activity, and University and community service. After at least one evaluation, the personal statement becomes the basis for reflection on changes since the previous evaluation. It should include a response to any prior concerns raised by the Council and may include a discussion of strategies adopted.
    - Personal statements should include a plan for meeting the criteria for tenure and promotion as outlined in Section 3.3.1 D.
    - Personal statements should include a discussion of the faculty member's continued career goals.
  - iv. Additional Information. The faculty member being evaluated may choose to provide additional information to the Faculty Evaluations Committee. Such information may be varied in nature and may include, as appropriate:
    - Examples of teaching methods and strategies (e.g. syllabi, assignments, examinations, electronic materials used for courses, etc.).
    - Copies of papers, publications, and grant proposals.
    - A portfolio of creative works.
    - Professional reports.
    - Notices of awards and/or grants.
    - Letters of commendation.
    - Supplementary course evaluations.
    - Other information deemed relevant to the evaluation by the faculty member.
  - v. In addition to the materials provided to the Faculty Evaluations Committee by the faculty member under evaluation, the faculty member shall provide the names of at least five tenured, tenure-track, or continuing (lecturer) faculty members who have had appointments for at least one academic year in the College of Arts & Sciences. Three of the five letter writers must be members of the individual's department or program. In addition to any departmental or program colleagues included in the list of five faculty, the faculty member should submit the name of at least one faculty member outside the person's department or program who would be willing to serve as a peer evaluator. All members of the person's department or program and faculty affiliated with cross-disciplinary programs (excluding those on the list of five faculty given to the Council) will be notified of any

colleagues under review and given an opportunity to write should they wish to do so

The faculty member being evaluated will prepare a dossier that will be made available to members of the department and other colleagues asked to write letters of evaluation. The dossier should include:

- copies of the selected materials related to teaching and scholarship provided to the Faculty Evaluations Committee;
- a personal statement--an amended version of the personal statement provided to the Faculty Evaluations Committee is appropriate--discussing the material in the dossier and plans for professional development, and;
- a current Curriculum Vitae.

Letters contributed to an evaluation file should address the material included in the dossier of the faculty member under review and comment on the plans for professional development provided in the personal statement. Faculty members being evaluated are encouraged to open their classrooms to colleagues to observe their teaching for the purpose of evaluation.

The Faculty Evaluations Committee may seek additional information if deemed essential to clarify material in the evaluation file.

vi. Student Evaluations. As part of the faculty member's evaluation, the Faculty Evaluations Committee will obtain evaluations from students and advisees who have taken courses from or who have been advised by the faculty member during the period under review. There are two sources of student information that will be obtained by the Faculty Evaluations Committee. They are:

- (1) Student Assessment of Instruction (SAI). SAIs will be automatically forwarded by the Dean's office to the Faculty Evaluations Committee. These course evaluations will become a permanent part of the faculty member's file. The faculty member will receive the results of all course evaluations and may submit comments on the evaluations to the Faculty Evaluations Committee. Only the numerical summaries of the SAI will be forwarded to the Council. If the faculty member wishes the Faculty Evaluations Committee to see written comments provided by students, the faculty member must provide this information to the Faculty Evaluations Committee. In addition to the course evaluation instrument approved by the faculty, the faculty member may construct and utilize other instruments believed to reflect the goals and intended accomplishments of a particular course and may submit the results of these instruments to the Faculty Evaluations Committee. Individually constructed and/or utilized instruments will not replace the SAI approved by the faculty, but may supplement it.

- (2) Evaluation letters from students and advisees. The faculty member will provide the Faculty Evaluations Committee the names of 10 to 15 students. The list comprises students who have taken a course with the faculty member during the period under review, advisees, or other students with whom the faculty member has worked in other capacities, who could include but are not limited to, students the faculty member has aided with grant, scholarship, or fellowship applications; students who have been members of student organizations for which the faculty member has served as faculty advisor; student members of committees on which the faculty member has served; or students with whom a faculty member has worked in any other co-curricular setting. These students will be asked by the Faculty Evaluations Committee to write letters of evaluation for the faculty member. Additionally, the Faculty Evaluations Committee will randomly sample students and advisees whom the faculty member has had during the period under review, but who were not solicited for evaluation by the faculty member. These randomly selected students and advisees will also be asked to write letters of evaluation for the faculty member.
  - vii. A faculty member being evaluated for tenure or promotion consideration shall additionally provide the Faculty Evaluations Committee with a list of eight potential outside evaluators who share similar scholarly interests with the faculty member being evaluated and who could comment knowledgeably about the faculty members' teaching materials and professional development. Potential outside evaluators should be in a position to evaluate the faculty member objectively. At least two of the potential outside evaluators must be faculty members at small liberal arts colleges. The Faculty Evaluations Committee will solicit three evaluations from the list submitted; at least one evaluation should be from a faculty member at a small liberal arts college. The faculty member will provide a packet of materials for the outside evaluators that contains relevant information about their teaching and professional development.
4. Procedures. The Faculty Evaluations Committee will accept and consider all information submitted to it by persons who might reasonably be expected to be able to assess the performance of the person being evaluated but will not accept or consider such material from sources which are or wish to remain anonymous to the Faculty Evaluations Committee. All evaluations of faculty members shall be forwarded to the College of Arts & Sciences Dean's Office for referral to Faculty Evaluations Committee.

The Faculty Evaluations Committee shall prepare recommendations on retention, promotion and tenure. The recommendations of the Faculty Evaluations Committee are presented to the President by the Dean. These recommendations, together with those of the President, shall be transmitted to the Board of Trustees.

The Dean shall promptly inform the faculty member of the action taken by the Board of Trustees.

D. Promotion and Step Advancement.

1. Promotion Policies and Criteria.

- a. Normally, the minimum time in each rank (exclusive of non-academic leaves of absence) before a person can be considered for promotion to the next rank is five years.
- b. Promotion depends upon positive demonstration of achievements as stated in Section 3.3.1 C.1. Evaluation Standards for tenure track and tenured faculty. Promotion is not automatic upon completion of the minimum time in rank (Section 3.3.1 C.2.b., Evaluation Timetable).

2. Appeals.

- a. A faculty member not recommended for promotion may receive from the Dean of the College materials gathered for the evaluation.
- b. A negative promotion recommendation may be appealed if the affected faculty member alleges a violation of academic freedom. In that event, recourse is through the Faculty Grievance procedure (Section 3.4).

3. Step Advancement Policies and Criteria.

- a. Step Advance Eligibility. Faculty members are evaluated for step advances according to the Evaluation Timetable outlined in Section 3.3.1 C.2.
- b. Step Advance Policy. Step advances are not automatic but are contingent on a favorable review by the Faculty Evaluations Committee. In order to receive a step advance the faculty member must demonstrate consistent teaching effectiveness and growth as a teacher, engagement in scholarship and/or creative activity, and University and community service as defined in [Section 3.3.1 C.](#), Evaluation Standards.

E. Salary.

1. Salary Step System.

- a. Salaries are determined by placement of individuals on a series of steps corresponding to progress through the professional ranks.
  - i. The base salary for entry level, tenure-track assistant professors has the index value of 1.
  - ii. Each step in the system has an index value that defines its relationship to the base salary.
  - iii. Faculty members' salaries change as the amount of the base salary changes, when they advance to subsequent steps of each rank, and when they are promoted to higher ranks.
- b. Faculty Achievement Awards, as defined in Section 3.3.1 E.3.d. below, are one-year additions to salary.

2. Determination of Salary Increases.

- a. Each year the base salary in the step system and the number of achievement awards shall be determined by the President and the Board of Trustees.
- b. Changes in the values of the step indices and achievement award amounts will occur infrequently and only after consultation with the Faculty Evaluations Committee and the faculty as a whole.

3. Kinds of Salary Increases.

- a. Standard Adjustment.

- i. This adjustment responds to changes in the cost of living and is intended to change with the cost of living.
  - ii. This adjustment results automatically from changes in the amount of the base salary in the step system.
- b. Step Advance. This increase recognizes professional growth and continuing contributions to the University.
  - i. The Faculty Evaluations Committee, as the result of a periodic review of faculty in the Associate Professor and Professor ranks, may recommend that a faculty member be advanced one step in the rank.
  - ii. The Faculty Evaluations Committee will use the criteria set out in Section 3.3.1 D.3., Step Advancement Policies and Criteria.
  - iii. If the Faculty Evaluations Committee recommends against step advancement, faculty members remain at their current step.
  - iv. Faculty members denied step advancement may request to be reconsidered for that step at any time before their next scheduled review.
  - v. Faculty Evaluations Committee members are reviewed for step advancement according to their normal review schedule. The Dean will conduct these reviews.
  - vi. The Faculty Evaluations Committee will publish the names of faculty members receiving step increases.
- c. Promotion Increase.
  - i. This increase recognizes the professional accomplishment of faculty members as outlined in [Section 3.3.1 D.](#)
  - ii. Promotion in rank moves faculty members to the lowest step in the next higher rank regardless of the step in the current rank.
  - iii. Upon the recommendation of the Faculty Evaluations Committee, an Associate Professor not promoted to Professor at the time of eligibility may be advanced to the next step at that rank.
- d. Achievement Awards.
  - i. Achievement awards recognize the significant accomplishment of several faculty members each year whose records of achievement clearly demonstrate superior performance in at least one of the following three areas and good performance in the other(s): (1) teaching; (2) scholarly research and writing, artistic performance, or other forms of creative expression; or (3) University, professional, and public service.
  - ii. Achievement awards are one-year additions to salary.
  - iii. Faculty members are considered for achievement awards when reviewed by the Faculty Evaluations Committee.
  - iv. Members of the Faculty Evaluations Committee are not eligible for achievement awards.
  - v. Achievement reviews will focus on the record of accomplishments during a review period.
  - vi. Each achievement award will acknowledge new accomplishments. Only in unusual circumstances will an individual be recommended for an achievement award in two consecutive years.
  - vii. The Faculty Evaluations Committee will publish the names of faculty members receiving achievement awards. The announcement will indicate

the areas being acknowledged and will include a brief description of the recipient's accomplishments.

4. Evaluation Procedure and Recommendations.
  - a. The Faculty Evaluations Committee bases its recommendations for step advances and achievement awards on:
    - i. the evaluation standards outlined in Section 3.3.1 C.1. and the evaluation materials listed in Section 3.3.1 C.3.; and
    - ii. a record showing that the professional activity form has been submitted annually since the last review.
5. Salary Recommendations. The Faculty Evaluations Committee shall submit recommendations to the administration concerning salaries. Normally, faculty members will receive a standard adjustment and most faculty members under review will be recommended for a professional increase. Several faculty members under review will be recommended for an achievement award.

F. Sabbatical Leave.

1. Definition. The purpose of the Sabbatical Leave is to encourage professional growth and intellectual enrichment, particularly as these qualities contribute to the faculty member's development as a teacher-scholar.
2. Sabbatical Activities. To accommodate the diverse needs of applicants, sabbatical activities may vary widely. Sabbatical activities may involve, but are not limited to, artistic performance, creative work, critical writing, development of new approaches to pedagogy, imaginative writing, laboratory, or field research. What is required is that the project be scholarly in nature, either with the aim of peer-reviewed public dissemination or enhancing the teaching effectiveness of the applicant.
3. Eligibility. Faculty may apply for a Sabbatical Leave pre-tenure but a Sabbatical Leave may be taken only after a faculty member has received tenure and has qualified by completing a specified number of semesters as a tenure-track full-time member of the teaching faculty. The number of semesters to qualify depends upon the length and salary of the sabbatical. A sabbatical may extend for:
  - a. One semester at half salary after three years of full-time teaching service.
  - b. One semester at three-quarters salary after seven semesters of full-time teaching service.
  - c. One semester at full salary after six years of full-time teaching service.
  - d. Two semesters at half salary after six years of full-time teaching service.
  - e. Two semesters at three-quarters salary after seven years of full-time teaching service.
  - f. A full-year sabbatical may be taken only over an academic year, not a calendar year. Exceptions to this rule shall be considered on a case-by-case basis.

After taking a sabbatical, a faculty member re-establishes eligibility by completing an additional number of semesters of full-time teaching. If a faculty member foregoes eligibility for institutional reasons as determined by the Dean, the time needed for their eligibility for a subsequent sabbatical can be reduced by up to two semesters.

4. Application Procedures. Because of the diversity of possible sabbatical activities, it is the responsibility of the applicant to demonstrate how the particular sabbatical proposal will fulfill the defined purpose of the Sabbatical Leave Policy. This explanation shall include statements clearly connecting the proposed activities to professional development as a teacher-scholar.

The application is submitted to the Faculty Career Support Committee and must include:

- a. A detailed plan for the leave that clearly connects the proposed activities to development as a teacher-scholar.
  - b. If appropriate, a discussion of anticipated supplementary income or funds needed to carry out the proposed activities.
  - c. Current Curriculum Vitae.
  - d. A letter from the applicant's department chair, outlining how the department will continue to deliver the programs for which the department is responsible while the faculty member is on leave.
5. Selection Procedure. The Faculty Career Support Committee shall evaluate Sabbatical Leave applications on the following criteria:
- a. The quality of the proposal.
  - b. The statement of how the department will continue to deliver the programs for which it is responsible while the faculty member is on leave (Part 2 of the Sabbatical Leave Application).

The Faculty Career Support Committee shall forward all Sabbatical Leave applications that are evaluated favorably to the Faculty Evaluations Committee for consideration. The Faculty Evaluations Committee shall make recommendations to the Dean as to which applications should be granted Sabbatical Leave, paying particular attention to the candidate's record of teaching effectiveness and growth as a teacher, engagement in scholarship and/or creative activity, University and community service, and professional and ethical responsibility. The President shall make the final decision.

6. Conditions.
- a. If a single semester leave is taken, the faculty member shall teach three courses in the on-campus semester of that academic year.
  - b. A faculty member receiving a sabbatical leave agrees to return to Willamette for at least one full year of service immediately upon conclusion of the academic year of the sabbatical.
  - c. Benefits will continue while a faculty member is on sabbatical.
  - d. Receipt of supplemental income and benefits from another source while on sabbatical must be reported to and approved by the Dean prior to the start of the sabbatical leave.
  - e. Only in exceptional circumstances will a sabbatical be granted solely for continuation of work toward a more advanced degree than held by the applicant.
  - f. By accepting the sabbatical, the applicant agrees to abide by the conditions stated above. It is understood that the application is not a binding contract and that deviations may occur to take advantage of unexpected opportunities.

7. Reporting Procedure.

A detailed summary of the Sabbatical Leave activities shall be included in the sabbatical report form turned in with the Professional Activities Form the following academic year. This report will be part of the faculty member's next review file. Within a year of returning from leave, faculty members are required to give a talk, presentation, exhibition or performance addressing activities conducted during the sabbatical period, to which the University community is invited.



## G. Termination of Tenured Appointment

1. Termination After Tenure. According to the procedures set forth below, service of a faculty member having tenure may be terminated because of:
  - a. Permanent or protracted revision of the University curriculum. Before the employment of a faculty member having tenure may be terminated because of a permanent or protracted revision of the University curriculum, the following is required:
    - i. a good faith elimination of substantial course offerings from the curriculum or the elimination of a department of the University; and
    - ii. a reasonable classification of all the faculty members affected by said changes.
  - b. Financial exigencies of the University requiring reduction in permanent faculty. Before the employment of a faculty member having tenure may be terminated because of financial exigencies of the University, the following is required:
    - i. a genuine financial crisis which would seriously threaten the financial stability of the University if permitted to continue; and
    - ii. a reasonable classification of all the faculty members affected hereby.
  - c. Adequate cause. A faculty member may be terminated for any of the following:
    - i. Conviction of a felony or a misdemeanor involving moral turpitude which conviction has become final. (Plea of guilty shall be the equivalent of final conviction.)
    - ii. Professional incompetence.
    - iii. Professional irresponsibility as determined solely by the Faculty Evaluations Committee in accordance with the Statement of Professional and Ethical Responsibility (Section 2).

A tenured faculty member whose contract is terminated for reasons listed in this Section shall continue to receive, for at least one year, the salary being paid at the date of notification of such termination. However, such salary may not be paid if the faculty member refuses to continue to perform the regular duties for which the salary was being paid during the academic year in which the notification of termination was made. A faculty member receiving such a notice of termination may request the Faculty Evaluations Committee to review the evidence upon which the termination is based before the final decision of the Board of Trustees confirming the recommendation of the President.

In case such dismissal is contemplated, the Dean of the College of Arts & Sciences shall have a personal conference with the faculty member concerned unless the faculty member cannot, with reasonable diligence, be found within the State of Oregon.

By mutual agreement, the matter may be concluded at this point. If there is no such agreement, the person being considered for dismissal is entitled to a hearing before the Faculty Evaluations Committee. The Faculty Evaluations Committee while so serving (as a Hearing Committee), shall not contain a member of the department of the person being considered for dismissal. An alternate shall be appointed by the Faculty Evaluations Committee whenever necessary to replace a member of the department whose dismissal is sought. At least 30 days before the hearing before the Faculty Evaluations

Committee the Dean of the College of Arts & Sciences shall give the faculty member written notice of the time and place of the hearing and the specific charges asserted as a basis for termination of employment. The faculty member who fails without reasonable cause to appear at the hearing may be dismissed without the hearing. Decisions of the Faculty Evaluations Committee shall be by majority vote.

At the hearing before the Faculty Evaluations Committee, the faculty member and the University shall have the opportunity to be represented by counsel or advisor, to use witnesses, to present evidence relevant to the charges made, to rebut evidence presented by the other party and to cross-examine witnesses used by the other party. Decisions as to the admissibility of evidence shall be made by the Chair of the Council. A full stenographic (or taped) record of the hearing shall be made by the University which may cause copies thereof to be made. One copy shall be furnished without cost, and additional copies furnished at cost, to an accused faculty member upon written request of the Faculty Evaluations Committee. The records and information contained therein shall be disclosed to:

1. Persons connected with the University who are involved in the dismissal proceedings.
2. Any court of competent jurisdiction which shall be hearing any case in which the transcript shall be determined to be competent, relevant, and material evidence.
3. Duly appointed and acting members of a professional organization of educators having a legitimate interest in academic freedom or accreditation and then only on the request of the President or the faculty member involved. If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If rejecting the report, the President shall state in writing the reasons for so doing, both to the hearing committee and to the faculty member, and shall provide an opportunity for response before transmitting the case to the Board of Trustees. If the hearing committee concludes that adequate cause for dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.

Upon the request of the President, the Chairman of the Board of Trustees, or the faculty member in question, the record of the case shall be referred to the Review Committee. The Review Committee shall consist of four tenured faculty members elected by the faculty, plus three members of the Board of Trustees appointed by the Chairman of the Board of Trustees, who shall also appoint one of the members of the Review Committee as presiding officer.

This presiding officer shall be a person acceptable both to the Review Committee members from the Board of Trustees and from the faculty. At least ten (10) days before the Review Committee hearing, the President shall give the faculty member written notice of the time and place of the hearing.

The Board of Trustees review will be based on the record of the committee hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearings or by their representatives. The decision of the Faculty Evaluations Committee will either be sustained, or the proceeding returned to the committee with specific

objections. The committee will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The Board of Trustees will make a final decision only after study of the committee's reconsideration.

When a question arises concerning the dismissal of a tenured faculty member, there shall be no suspension of the previously-assigned institutional duties of that faculty member during the resolving of such question unless, in the discretion of the President, continued discharge of those duties clearly constitutes a risk to the faculty member, to the University, or to others. In such an event, the President shall reassign the faculty member to other duties that are appropriate if there be any available. The faculty member shall be continued on regular salary while such dismissal proceedings are pending.

### **3.3.2 Tenure-Track Appointments.**

- A. Definition. Tenure-track appointments normally shall require renewable one-year contracts and shall be for a probationary period not to exceed seven years except in cases where the faculty member seeks an extension in the probationary period and it is granted by the Dean after consultation with Faculty Evaluations Committee. Tenure-track appointments may become tenured appointments following the procedures in the Policy of Academic Tenure unless terminated by the action of the appointee or by action of the University as provided in the Policy for Termination of Tenure-Track Appointments.
- B. Initial Appointments. Initial contracts for College of Arts & Sciences faculty appointments will be offered following a search process in accordance with the University Equal Opportunity policies. Normally, national searches will be conducted for full-time tenure track faculty positions. Each search and screening committee will normally include students, home department faculty and at least one faculty member from other than the home department of the position in question. Search and screening committees shall recommend one or more candidates to the Dean for appointment. In turn, the Dean will consult with the President. The initial contract will be issued over the signature of the President or designee.

The rank, salary, and tenure and promotion eligibility of the initial appointee shall be commensurate with the professional preparation and experience of the appointee. All salaries are assigned on the basis of a step system, (Section 3.3.2 H.1.).

The initial rank for tenure-track appointments will be senior instructor, assistant professor, associate professor, or professor.

Achievement of tenure and advancement through the ranks requires an earned doctorate or appropriate terminal degree. The definition of appropriate terminal degree will be made by the Dean and the Faculty Evaluations Committee in consultation with the department and will be consistent with national professional standards.

In unusual cases, tenure track faculty will be hired without the appropriate terminal degree. These appointments will be made at the rank of senior instructor. Tenure track faculty may hold the rank of senior instructor for no more than two years. If the faculty member does not have the appropriate terminal degree in hand by April 1 of the first year of teaching, a terminal contract will be issued for the second year of teaching. If the degree is awarded during the second year, tenure track status can be reinstated with the approval of the Faculty Evaluations Committee and the CAS Dean.

Under truly exceptional situations, an individual of national or international stature may be appointed to the rank of Professor without the doctorate or appropriate terminal degree.

- C. The initial salary for tenure track appointees will be determined as follows:
  - 1. Tenure track faculty who lack the appropriate terminal degree will receive the salary at Senior Instructor, step 6, level 1.
  - 2. Assistant Professors will be appointed to the salary step that corresponds to their progress toward tenure.
  - 3. Associate Professors and Professors will be appointed without tenure. The salary step and tenure eligibility will be specified in the initial contract.
  - 4. In exceptional circumstances the Dean may, in consultation with the Faculty Evaluations Committee, assign a higher salary than progress toward tenure would indicate. The initial contract will specify the terms and duration of the additional salary.
- D. Contract Terms. The precise terms and conditions of appointment, rank, specification of the period covered by the appointment, salary, number of years remaining in the tenure probationary period in the case of tenure-track appointment, if any, shall be stated in writing and shall be in possession of both the University and the appointee before an appointment is consummated. The University will make every effort to notify faculty members of the terms and conditions of their renewal by March 1 and in no case will notice be given later than May 31. Resignations at the close of an academic year should be presented by April 15, or the last due date for returning the Willamette contract for the following year, whichever date occurs later.
- E. Responsibilities. Refer back to [3.3.1 B.](#)
- F. Evaluation Standards and Procedures.
  - 1. Standards. Refer back to [3.3.1 C.1](#)
  - 2. Timetable.
    - a. At the time of the initial appointment, all tenure-track faculty members will be in a probationary period, which shall typically consist of six years.
    - b. Tenure-track faculty members will meet with the Dean of the College of Arts & Sciences during the spring semester of a faculty member's first year to discuss the year's performance and the procedures that will be followed during subsequent evaluations. By August 1 of the summer following the first year, the Dean will send a report, acknowledged by the faculty member's signature, to the Faculty Evaluations Committee summarizing the results of the meeting. This report will become a part of the faculty member's permanent file.
    - c. Tenure-track faculty members typically have two formal evaluations by the Faculty Evaluations Committee before standing for tenure. These will usually be conducted in the second and fourth years.
    - d. Tenure-track faculty will typically be evaluated for tenure and promotion consideration in the sixth year. Compensatory time may be allowed for professional experience prior to the initial appointment at Willamette University, in which case the timeline for tenure and/or promotion consideration may be accelerated; acceleration must be negotiated at the time of initial appointment at Willamette University ([Section 3.3.2 B.](#)). For cases in which credit is granted toward tenure, the evaluation cycle will typically take place as follows:

- i. 1 year credit/5 year probationary period: Review by Dean in second semester; Faculty Evaluations Committee review in second year; Faculty Evaluations Committee review in fourth year; Faculty Evaluations Committee tenure and promotion review in fifth year.
- ii. 2 years credit/4 year probationary period: Review by Dean in second semester; Faculty Evaluations Committee review in second year; Faculty Evaluations Committee review in third year; Faculty Evaluations Committee tenure and promotion review in fourth year.
- iii. 3 years credit granted/3 year probationary period: Faculty Evaluations Committee review in second semester; Faculty Evaluations Committee review in second year; Faculty Evaluations Committee tenure and promotion review in third year.
- iv. 4 years credit granted/2 year probationary period: Faculty Evaluations Committee review in second semester; Faculty Evaluations Committee tenure and promotion review in second year.
- v. 5 years credit granted/1 year probationary period: Faculty Evaluations Committee tenure and promotion review during second semester.
- e. The evaluation of a tenure-track faculty member may occur more often at the request of the faculty member or the Faculty Evaluations Committee.
- f. No faculty member shall be granted tenure at the time of their initial appointment to Willamette University. Exceptions may be made in cases involving the appointment of full-time, senior administrators. In such cases, an expedited review shall be undertaken by the Faculty Evaluations Committee and the academic department to which the tenured appointment is proposed in order to determine that the candidate has met or exceeded the standards for granting tenure at the proposed rank. On motion by the Administration and the Faculty Evaluations Committee, the Board of Trustees may grant tenure prior to the completion of the probationary period.
- g. While the standard probationary period of six years typically provides enough time for the faculty member to demonstrate qualifications for tenure, special circumstances may arise that interfere with the faculty member's trajectory.
  - i. A faculty member may seek an extension of the probationary period for a variety of reasons, including, but not limited to, the arrival or adoption of a child; a personal health issue; significant responsibilities with respect to elder, spousal or partner, or dependent care obligations; or when other responsibilities or circumstances affect service or scholarship, or otherwise significantly impede progress of the faculty member toward achieving tenure.
  - ii. A faculty member seeking an extension of the probationary period should submit a request for an extension in writing to the dean for approval no later than April 1 of the calendar year in which the tenure review is scheduled to be conducted.
  - iii. Requests should clearly explain the reasons for granting an extension of the probationary period. Requests for extension due to the birth or the adoption of a child are automatically approved by the dean.
  - iv. Requests based on other circumstances may need additional explanation and documentation from the faculty member and other interested parties as the faculty member sees fit. In the faculty member's written request,

the following should be stated: "I will not claim tenure on the basis that my total length of employment has been extended beyond seven years."

- v. The dean will make the final determination in consultation with the Faculty Evaluations Committee and will inform the faculty member by May 1. In the case that an extension is approved, a new Letter of Intent (LOI) must be generated to indicate the new, extended date for the preliminary review and/or the end of the probationary appointment.
  - vi. A faculty member may be granted no more than two years of extension during the probationary period.
  - vii. The Faculty Evaluations Committee shall consider all scholarship accomplished by a tenure-track faculty member during an extension period as part of a candidate's record.
  - viii. Standards regarding what constitutes a record deserving of tenure shall not be raised to adjust for any granted extension.
  - ix. During the time at which a faculty member's clock is stopped, the faculty member will continue to receive step increases according to the salary index.
  - h. No pre-tenure faculty member shall go more than three years without a Faculty Evaluations Committee review.
- 3. Evaluation Materials. Refer back to 3.3.1 C.3.
  - 4. Evaluation Procedures. Refer back to 3.3.1 C.4.
- G. Tenure, Promotion and Step Advancement.
- 1. Tenure Policies and Criteria.
    - a. To be eligible for tenure, a faculty member must have served as a full-time tenure-track faculty member in the position of Professor, Associate Professor, or Assistant Professor, and completed the specified probationary period, typically six years. If granted, tenure becomes effective in the year subsequent to the end of the probationary period, typically the seventh year (Section 3.3.2 F.2., Evaluation Timetable). In order to be granted tenure, the faculty member must be in the possession of the appropriate terminal degree ([Section 3.3.2 B.](#)).
    - b. The granting of tenure is a specific act on the part of the University, not an automatic event occurring after a stated period of service. It is a clear recognition that the person is a valued and productive member of the faculty as indicated by having met the standards for teaching effectiveness, professional development, and University and community service and that the faculty member has acted in accordance with the guidelines regarding Professional and Ethical Responsibility. The granting of tenure is a commitment on the part of the University that the faculty member will be employed by the University (so far as its resources permit) until retirement. See [Section 3.3.1 G.](#) regarding conditions for termination after tenure.
    - c. In order to be granted tenure, the faculty member's cumulative record during the probationary period must demonstrate that the person is capable of advancing to any subsequent rank(s). This determination is made by reviewing the relevant promotion criteria as outlined in Section 3.3.2 G.3.
  - 2. Granting of Tenure - Procedure.

- a. A faculty member becoming eligible for tenure consideration, according to Section 3.3.2 G.1.a. above, shall be evaluated as outlined in Section 3.3.1 C.4.
  - b. The Board of Trustees during the academic year shall grant, deny, or defer tenure to each recommended member.
    - i. If tenure is granted, it shall be conferred by the President acting for the Board of Trustees.
    - ii. If tenure is denied, the appointment of the faculty member shall terminate at the end of the succeeding academic year. The President shall cause the faculty member to be so notified in writing.
  - c. If the tenure decision is deferred, the appointment of the faculty member shall terminate at the end of the second succeeding year unless reconsideration in the meantime shall have resulted in the granting of tenure. The President shall cause the faculty member to be so notified in writing.
3. Promotion Policies and Criteria.
- a. Normally, the minimum time in each rank (exclusive of non-academic leaves of absence) before a person can be considered for promotion to the next rank is five years.
  - b. Promotion depends upon positive demonstration of achievements as stated in Section 3.3.1 C.1. Evaluation Standards for tenure track and tenured faculty. Promotion is not automatic upon completion of the minimum time in rank (Section 3.3.2 F.2. Evaluation Timetable).
4. Appeals.
- a. A faculty member not recommended for promotion may receive from the Dean of the College materials gathered for the evaluation.
  - b. A negative promotion recommendation may be appealed if the affected faculty member alleges a violation of academic freedom. In that event, recourse is through the Faculty Grievance procedure ([Section 3.4](#)).
5. Step Advance Policies and Criteria.
- a. Step Advance Eligibility. Faculty members are evaluated for step advances according to the Evaluation Timetable outlined in Section 3.3.2 F.2.
  - b. Step Advance Policy. Step advances are not automatic but are contingent on a favorable review by the Faculty Evaluations Committee. In order to receive a step advance the faculty member must demonstrate consistent teaching effectiveness, a continuing record of professional development, and commitment to University and community service as defined in Section 3.3.1 C.1. Evaluation Standards.
- H. Salary. Refer to [3.3.1 E](#).
- I. Pre-Tenure Research Leave.
- 1. Definition. The purpose of the Pre-Tenure Leave program is to support the development of teacher-scholars by providing faculty members with a concentrated period of time dedicated to research and professional development during their probationary period. By dedicating resources to support scholarship, the Pre-Tenure Research Leave represents a commitment of the CAS to the newest members of our academic community and to the ongoing development of the intellectual vibrancy of the college.
  - 2. Pre-Tenure Research Leave activities. To accommodate the diverse needs of applicants, Pre-Tenure Research Leave activities may vary widely and may involve,

- but are not limited to, artistic performance, creative work, critical writing, development of new approaches to pedagogy, imaginative writing, laboratory or field research. Pre-Tenure Research Leaves help enable faculty to develop and disseminate their scholarship as they approach tenure and enhance the potential for the integration of their professional development and teaching and, as such, is timed to take place in the third or fourth year at rank. The project supported by the Pre-Tenure Research Leave must be scholarly in nature, with the aim of peer-reviewed public dissemination.
3. Eligibility.
    - a. Pre-Tenure Research Leaves can be applied for in the second or third year in rank and must be taken during the third or fourth year in rank.
    - b. In order to qualify for a Pre-Tenure Research Leave, faculty must have a record of effective teaching at Willamette for at least one year.
    - c. Only those faculty members hired at the Assistant Professor level with no more than one year of credit toward tenure are eligible (that is, to be eligible, the pre-tenure faculty member must have a 5-6 year probationary period).
    - d. Faculty can only be awarded one Pre-Tenure Research Leave. The receipt of a Pre-Tenure Research Leave does not preclude a faculty member from receiving externally-funded leaves in the pre-tenure period.
  4. Application Procedures. Because of the diversity of possible Pre-Tenure Research Leave activities, it is the responsibility of the applicant to demonstrate how the particular leave proposal will fulfill the defined purpose of the Pre-Tenure Research Leave Policy. This explanation must include statements clearly connecting the proposed activities to professional development as a teacher-scholar.

The application is submitted to the Faculty Career Support Committee and must include:

- a. A detailed plan that makes clear the nature of the research and/or scholarly work undertaken, the feasibility of the project, and the role of the research in the scholarly trajectory leading up to tenure.
  - b. A current Curriculum Vitae.
  - c. A letter from the department chair assessing the strength of the applicant's teaching and discussing the feasibility of completing the proposed project during the leave. Additionally, the department chair should address how the department will continue to deliver the programs for which it is responsible while the faculty member is on leave.
  - d. Pre-Tenure Research Leaves should be timed in such a way as to have a minimal impact on the program or department.
5. Selection Procedure. The Faculty Career Support Committee shall evaluate Pre-Tenure Research Leave applications on the following criteria:
    - a. The quality of the proposal.
    - b. The statement of how the department will continue to deliver the programs for which it is responsible while the faculty member is on leave (Part 2 of the Pre-Tenure Research Leave Application).

The Faculty Career Support Committee shall forward all Pre-Tenure Research Leave applications that are evaluated favorably to the Faculty Evaluations Committee for consideration. The Faculty Evaluations Committee shall make recommendations to



the Dean as to which faculty should be granted Pre-Tenure Research Leaves, paying particular attention to the candidate's record of effective teaching at Willamette.

1. Conditions.

- a. The leave is a two-course release from teaching and a full release from service and advising responsibilities generally taken over one semester.
- b. The period of the Pre-Tenure Research Leave counts toward the tenure and promotion probationary period. The leave does not count against subsequent sabbatical eligibility.
- c. Recipients of Pre-Tenure Research Leaves may not receive teaching salary from another source during the leave (although the recipients may be eligible to receive external stipends and awards to support research).
- d. Faculty members awarded a Pre-Tenure Research Leave must return to Willamette for at least one full year of employment immediately upon conclusion of the academic year in which the leave was taken. Exceptions to the timing of this requirement are allowed only when another formal leave is approved.

2. Reporting Procedure.

- a. A detailed summary of the work accomplished and plans for dissemination shall be included in the Pre-Tenure Research Leave report form turned in with the Professional Activities Form the following academic year. This report will be part of the faculty member's tenure review file.
- b. Within a year of returning from leave, faculty members are required to give a talk, presentation, exhibition, or performance addressing activities conducted during the Pre-Tenure Research Leave, to which the University community is invited.

J. Termination of Tenure-Track Appointments and Appeal Procedures.

- a. A basic purpose of the personnel policies and procedures is to protect a faculty member's rights, including:
  - i. The criteria used in making decisions about retention and tenure will be outlined in the CAS faculty handbook and made available to all faculty.
  - ii. A tenure-track faculty member has the right to proceed to a fair consideration for tenure or have a fair separation.
  - iii. A decision to terminate the services of a tenure-track faculty member shall be preceded by evaluations involving peers and students, following established evaluation procedures.
  - iv. The faculty member shall be informed of the procedures by which decisions are made and provided the opportunity to contribute any information deemed appropriate to the decision-making body before consideration begins.
  - v. Any changes in personnel policies adopted by the University relating to renewal of contracts for non-tenured faculty, promotion in rank or granting of tenure that are substantially less favorable to individual faculty members than those currently in effect shall not be applied retroactively.
  - vi. The decision to terminate the services of tenure-track faculty members shall not result automatically because of financial exigencies of the University but shall be preceded by extensive consideration by the faculty and administration of priorities of the University and the alternatives to such reductions.

- b. Notification of Termination for Tenure-Track Appointments.
  - i. A tenure-track appointment may be terminated at the close of any contract period during the appointee's probationary years.
  - ii. The decision not to renew a tenure-track contract or the recommendation not to grant tenure shall be communicated to the affected faculty member in writing by the Dean of the College. In addition to the Faculty Evaluations Committee letter of evaluation, the Dean will provide the faculty member with a summary of the evaluative materials. The faculty member may also request a meeting with the Dean to discuss the reasons for the decision.
  - iii. Written notice that a tenure-track contract is to be terminated will be given to the faculty member according to the following schedule:
    - (1) not later than March 1 of the first academic year of service at the University if the appointment expires at the end of that year;
    - (2) not later than December 15 of the second academic year of service at the University;
    - (3) at least twelve months before the expiration of the appointment after two or more years of service at the University.
  - iv. Normally terminal contracts will be so designated at the time of issuance.
- c. Appeal Procedures Concerning the Non-Renewal of Contracts or the Denial of Tenure.
  - i. A faculty member may request that the Faculty Evaluations Committee reconsider its recommendation not to renew a tenure-track contract or not to grant tenure. Such a request for reconsideration must be given in writing to the Chair of the Faculty Evaluations Committee within 10 calendar days of notice of non-renewal or a negative tenure recommendation and must be accompanied by a statement setting forth in detail the basis for the request. The faculty member has the right to meet with the Faculty Evaluations Committee to explain and discuss this request; an audio recording will be made of any such meeting.
  - ii. If the Faculty Evaluations Committee decides that it will not reconsider or if the reconsideration is unsatisfactory to the faculty member, the President of the University shall, upon the request of the faculty member, oversee the election by the College of Arts & Sciences faculty of three members of the College faculty to serve as a Review Committee. No member of the Faculty Evaluations Committee or any administrative officers of the University shall serve on the Review Committee; no member of the home department of the appellant shall serve on the Review Committee.
  - iii. The Review Committee.
    - (1) The responsibility of the Review Committee shall be to determine whether the Faculty Evaluations Committee followed the evaluation procedure outlined in the faculty handbook in arriving at the decision not to renew an appointment. The Committee shall not substitute its judgment

on the merits of the case for the judgment of the Faculty Evaluations Committee.

- (2) The faculty member who requested election of the Review Committee shall have the responsibility of submitting to the Committee a petition and supporting evidence that state reasons for believing that the Faculty Evaluations Committee's decision was the result of procedural inadequacies. At the request of the faculty member, a faculty member as advocate will be appointed by the President in consultation with the faculty member to assist in the drafting of the petition and supporting evidence.
- (3) The Review Committee shall investigate the allegations in the petition and provide written findings and conclusions to the faculty member, the Faculty Evaluations Committee, and the President of the University, indicating whether reconsideration of the decision not to renew the appointment is in order. The Committee shall be dissolved upon completion of its assigned task. The Faculty Evaluations Committee shall inform the President of the results of its reconsideration, and the President shall make a report to the board of Trustees.
- (4) The time elapsed from a faculty member's initiation of appeal procedures to the completion of the Review Committee's report shall not exceed 60 calendar days. It is the duty of all parties to execute their responsibilities expeditiously without sacrificing thoroughness or fairness.

iv. Reconsideration.

- (1) If the Review Committee finds that the evaluation procedures outlined in the handbook were followed, the President will act on the original recommendation of the Faculty Evaluations Committee.
  - (2) If the Faculty Evaluations Committee is instructed to reconsider the case, it shall inform the President of the results of its reconsideration, and the President shall act on the recommendation.
- d. If the faculty member whose tenure-track contract has not been renewed or who has been denied tenure alleges a violation of academic freedom, the Faculty Grievance procedure (Section 3.4) will be followed. Completing the Appeal Process: The entire appeal process will be completed before a recommendation is made to the Board of Trustees.

### **3.3.3 Lecturer Appointments.**

A. Definition. Lecturer appointments are continuing faculty positions defined by the CAS Dean and President, in consultation with the Positions Committee and Faculty Evaluations Committee, as distinct from tenure-track positions.

1. The rank and salary for Lecturer appointments shall be Instructor or Senior Instructor, depending on past teaching experience and professional qualifications, and shall be specified in the initial contract.

- B. Contract Terms. The precise terms and conditions of appointment, rank, specification of the period covered by the appointment, and salary shall be stated in writing and shall be in possession of both the University and the appointee before an appointment is consummated. The University will make every effort to notify faculty members of the terms and conditions of their renewal by March 1 and in no case will notice be given later than May 31. Resignations at the close of an academic year should be presented by April 15, or the last due date for returning the Willamette contract for the following year, whichever date occurs later.
- C. Responsibilities. Full-time Lecturer appointments are defined as seven course appointments, or the equivalent in non-course duties, which shall be specified in their contract letters. The CAS Dean, Department Chair, and Lecturer faculty member will determine the scope and nature of the non-course duties. The Faculty Evaluations Committee shall get a copy of the job description to be used in their third year review (if applicable).
1. Part-time Lecturer appointments are defined at three to five course appointments, or the equivalent in non-course duties, which shall be specified in their contract letters. Part-time Lecturer appointments will be offered only to instructors who have already taught 24 courses or six consecutive years, whichever comes first, at Willamette.
  2. Faculty members holding Lecturer appointments receive renewable one-year contracts, based on curricular and programmatic demand and favorable reviews. They may be re-appointed indefinitely, but they are not eligible for tenure.
  3. The grievance procedure outlined in Section 3.4 shall apply to both full-time and part-time Lecturer appointments.
  4. At the discretion of and to the extent determined by academic department(s) involved, Lecturer appointees may participate in the affairs of the department or the college, and serve as an academic advisor to students. Such expectations will be delineated in the faculty member's job description on file in the Dean's office. Changes to the description may be negotiated annually; any changes must be approved by the Dean.
- D. Evaluation of Lecturer Faculty.
1. Full-time and part-time Lecturers shall be evaluated annually by their department chair at the end of year one and two of their initial contract. Department reviews should be standardized and provide written feedback to the faculty member and the Dean. The department chair and the Lecturer should discuss the results of the evaluation. If a negative review is given, the faculty member may request that the Faculty Evaluations Committee provide a secondary evaluation. The results of the evaluation shall be maintained in the Dean's office.
  2. The Faculty Evaluations Committee shall review full-time and part-time Lecturers every three years. The evaluation shall be based on the evaluation standards for teaching as outlined in Section 3.3.1 C.1.a. and on the most recent job description on file in the Dean's office. In addition to the job description other materials used in the evaluation are outlined in Section 3.3.1 C.3. Upon a successful review, Lecturers will be recommended for retention and movement to the next step in the salary index.
  3. Promotion to Senior Lecturer.
    - a. Lecturers hired at the rank of Instructor are eligible for promotion to the rank of Senior Instructor after 9 years of service and upon the recommendation of the Faculty Evaluations Committee.

4. Promotion of Part-time Lecturer.

- a. Part-time Lecturers may be promoted to the rank of Senior Lecturer after 24 courses of service.
- b. Performance standards for part-time Lecturers shall be the same as for full-time Lecturers in the area of teaching effectiveness and growth as a teacher. In addition, part-time faculty should show evidence of engagement in scholarship and/or creative activity, and University and community service.

E. Salary.

1. Salary Step System.

- a. Salaries are determined by placement of individuals on a series of steps corresponding to progress through the professional ranks.
  - i. The base salary for entry-level full-time and part-time Lecturers has the index value of 0.80 for faculty hired without a terminal degree and 0.85 for faculty hired with a terminal degree.
  - ii. Each step in the system has an index value that defines its relationship to the base salary.
  - iii. Faculty members' salaries change as the amount of the base salary changes, when they advance to subsequent steps of each rank, and when they are promoted to higher ranks.
- b. Faculty Achievement Awards, as defined in Section 3.3.3 E.3.d. below, are one-year additions to salary.

2. Determination of Salary Increases. Refer to 3.3.1 E.2.

3. Kinds of Salary Increases.

- a. Standard Adjustment. Refer to 3.3.1 E.3.a.
- b. Step Advance. This increase recognizes professional growth and continuing contributions to the University.
  - i. Instructors are evaluated for step advances according to the policies for Lecturers ([Section 3.3.3 D.](#)).
    - (1) The Faculty Evaluations Committee will use the criteria set out in [Section 3.3.3 E.](#) Step Advance Policies and Criteria.
    - (2) If the Faculty Evaluations Committee recommends against step advancement, faculty members remain at their current step
    - (3) Faculty members denied step advancement may request to be reconsidered for that step at any time before their next scheduled review.
    - (4) The Faculty Evaluations Committee will publish the names of faculty members receiving step increases.
- c. Achievement Awards. Refer to 3.3.1 E.3.d.

4. Evaluation Procedure and Recommendations. Refer to 3.3.1 E.4.

5. Salary Recommendations. Refer to 3.3.1 E.5.

F. Non-Renewal of a Lecturer Appointment.

1. A Lecturer appointment may be terminated at the close of any contract period due to insufficient curricular demand or programmatic demand as determined by the CAS Dean.
2. A Lecturer appointment may be terminated at the close of any contract period due to unsatisfactory performance following the guidelines outlined below which serve to protect the rights of faculty:

- a. The criteria used in making decisions about retention will be provided to the faculty member upon entering the employment of the University.
  - b. A decision to terminate the services of a faculty member for reasons of teaching performance shall be preceded by an evaluation, following established Faculty Evaluations Committee or department chair evaluation procedures.
  - c. A decision to terminate the services of a faculty member for reasons of performance in their non-course duties shall be made by the CAS Dean in consultation with the department chair and the Department of Human Resources.
  - d. The faculty member shall be informed of the procedures by which decisions are made and provided the opportunity to contribute any information deemed appropriate to the decision-making body before consideration begins.
3. If there is still a demand for courses a Lecturer is qualified to teach, and there are no performance concerns, it is presumed that the Lecturer contract will be renewed prior to offering a comparable contract to a visiting faculty member.
  4. The decision not to renew a Lecturer appointment shall be communicated to the affected faculty member in writing by the Dean of the College of Arts & Sciences.
  5. Written notice that a Lecturer appointment will not be renewed will be given to the faculty member according to the following schedule:
    - a. Not later than March 1 of the first academic year of service at the University, if the appointment expires at the end of the year;
    - b. Not later than December 15 of the second academic year of service at the University;
    - c. At least 12 months before the expiration of the appointment after two or more years of service at the University.

#### **3.3.4 Visiting Faculty Member (Full Time, Temporary).**

- A. Definition. Visiting, full-time faculty appointments are faculty positions made to temporarily meet curricular need, replace Tenured and Tenure-Track faculty on leave or to fill positions vacated due to resignation, retirement, or death until the position is re-approved and a Tenure-Track faculty member is hired. Appointment is at the rank of Visiting Instructor or Visiting Assistant Professor depending on the terminal degree.
  1. The rank, salary and term of contract for a temporary full-time position shall be specified in the initial contract.
  2. Faculty members holding full-time temporary appointments receive one-year contracts renewable for no more than three consecutive years.
  3. At the discretion of the academic department involved, full-time temporary appointees may participate in the affairs of the department. They shall not be assigned to College committees or as academic advisors to students.
- B. Evaluation of Visiting Faculty Members. When persons holding temporary appointments continue beyond one year, they are evaluated by the department and the Dean of the College through the review of the student assessment instruments and classroom observations. The results of the evaluation shall be maintained in the Dean's office. The department chair and the faculty member should discuss the results of the evaluation.

#### **3.3.5 Visiting Faculty Member (Part-time).**

- A. Definition. Visiting, part-time appointments may be offered when the appointee is assigned less than a normal load during a given academic year. Appointment is at the rank of Lecturer or Senior Lecturer, with the title of part-time Assistant Professor or part-time Instructor depending on experience and qualifications. Part-time contracts may be for one or more terms of the academic year and are renewable.
  - 1. The rank and salary for part-time faculty appointments shall be Instructor or Senior Instructor, depending on past teaching experience and professional qualifications and shall be specified in the initial contract.
- B. Evaluation of Visiting Faculty Members (Part-Time).
  - 1. Visiting faculty members (part-time) (except Artist Associates and Fitness Instructors) shall be evaluated in their first year, in their sixth semester, and every sixth semester thereafter by the Department Chair or another appropriate faculty member, using student evaluations and other documentation appropriate for judging teaching effectiveness. The Dean's office will supply an evaluation report form to be completed by the Department Chair, or designate, and that report will be maintained in the Dean's office.
  - 2. The Faculty Evaluations Committee shall request a report from the Dean of the College on the reviews of part-time faculty members after six semesters of teaching, after 24 courses, and after every six semesters of teaching thereafter. At these intervals, part-time faculty members will prepare a Personal Statement to be submitted to the Department Chair and shared with the Dean about their work as a teacher and their goals for continued teaching effectiveness and growth as a teacher, as defined in Section 3.3.1 C.1.a. The Personal Statement should respond to any concerns raised in the previous reports. A part-time faculty member who is to be promoted to the rank of Senior Lecturer (3.3.3 D.3.) will receive a letter from the Dean recognizing this promotion.
- C. Salary.
  - 1. Part-time teaching faculty are paid a per course stipend. The stipend level is established by the Dean in consultation with the appropriate department or program chair.
  - 2. After six semesters of teaching in the College of Arts & Sciences and a positive evaluation by the Faculty Evaluations Committee, part-time faculty members receive annual standard salary adjustments as defined in Section 3.3.1 E.3.a.
  - 3. Part-time faculty teaching applied lessons and activity courses are contracted on a course by course basis.

### **3.3.6 Emeriti Faculty.**

- A. Definition. A faculty person who at the time of retirement has served Willamette University in a full-time teaching capacity for a minimum of fifteen years will receive the title of "Professor Emeritus" regardless of the academic rank held when retirement occurs.

### **3.3.7 Special Appointments.**

- A. Definition. The instructional and administrative function of the University can be enhanced by opportunities for administrators and faculty members to share in these two major functions of the institution. Better communication, understanding, and performance can be achieved when administrators teach and teachers do administrative work.

Recognizing that not all persons would desire or be effective in both roles, such arrangements should be made on a selective basis. When appropriate, persons may be given special appointments which involve change in teaching and administrative duties. Special appointments may be of several types:

1. Full-Time Special Appointments

- a. A full-time faculty member at Willamette may accept a full-time administrative appointment for a renewable period of up to two years and a maximum period of four consecutive years. If the administrative appointment continues beyond four years, the faculty position shall be considered vacated and depending on personnel needs at that time, a permanent replacement shall be sought. No credit toward academic sabbatical leave eligibility is earned during the administrative appointment. See exception for Associate Dean appointments, below.
- b. Administrators at Willamette may accept full-time teaching appointments at the discretion of the President, the Dean, and the department or program chair. Such appointments normally are limited to one or two semesters and do not earn credit toward academic tenure or sabbatical leave.
- c. The College of Arts & Sciences shall be served by two Associate Deans, to be drawn from the tenured faculty. Each Associate Dean shall serve on a nine-to twelve-month contract, for a period of three to five years with no consecutive renewal. During their period of service, Associate Deans will not be required to teach. Associate Deans are selected by the Dean of the College of Arts & Sciences, in consultation with the Council of Chairs. At the end of the period of service, each Associate Dean will be eligible for a sabbatical; the relationship between this sabbatical and the individual's normal sabbatical clock shall be negotiated with the Dean of the College of Arts & Sciences. Salary during the sabbatical period will be calculated from the Associate Dean's salary rather than the conventional 9-month faculty salary.

2. Part-Time Special Appointments.

- a. Faculty members at Willamette may accept part-time administrative appointments by way of released time from teaching duties. The duration and nature of such appointments shall be determined by consultation with the department chair, the academic Dean and the appropriate administrative supervisor. Provided that the administrative function does not exceed one-fourth time averaged over an academic year, the faculty member shall earn full-time credit for sabbatical leave and tenure consideration. If the administrative appointment is greater than one-fourth time but less than three-fourths time averaged over a given academic year, credit toward sabbatical leave and tenure shall be prorated according to the division of teaching and administrative responsibilities. If the administrative function exceeds three-fourths time averaged over a given academic year, the position shall be treated as a full-time special appointment (Section 3.3.7 A.1.). If the person involved is a tenured faculty member, academic tenure shall be retained subject to the limitation described for full-time special appointments.
- b. Administrators at Willamette may accept part-time teaching appointments, the nature and duration of such appointments to be determined by consultation



with the administrative supervisor, the Dean and the department or program chair. Such appointments do not earn credit toward tenure or sabbatical leave.

### **3.3.8 Partner Hires.**

- A. Policy. Tenured or Tenure-Track academic positions can be crafted for spouses or domestic partners. Both persons must individually meet the standards for hire into a Tenure-Track position. Given constraints on the creation of new positions and the administrative complexities of shared positions, it is anticipated that such appointments will be rare and reflect curricular needs.
- B. Together these positions may be crafted at different portions of a Full Time Equivalent (FTE) (e.g. 1.6, 1.2 or 1 FTE). Such positions may be equally distributed or a single FTE may be paired with a partial FTE. Teaching and committee assignments will be adjusted accordingly and in conjunction with the affected Departments; however it is expected that each faculty member teaches in both semesters of the academic year and participates in the administrative and service loads of the department and College across the year. Part-time tenure track positions are only allowed when necessary to meet specific institutional goals such as partner hiring.
- C. Both faculty members in the case of a partner hire are considered full members of the faculty for the purposes of voting in faculty and departmental meetings even if designated part-time. However, each faculty member in a partner hire situation may not vote on matters that would affect the other faculty member's rank or status, and cannot assume responsibility for making decisions regarding the conditions of employment for the other.
- D. Part-time Tenure-Track faculty members are equally eligible to apply for conference travel and research funds.
- E. Faculty members in a part-time Tenure-Track position become eligible for tenure based on the agreement in their hiring contract. The standards for tenure are unchanged for a part-time faculty member; only the time to tenure may be expanded. The pre-tenure review cycle will be determined in the employment contract, maintaining at least two reviews prior to standing for tenure.
- F. Reappointment and tenure reviews of the partners will be conducted individually. Conditions of employment are not dependent on one's partner. If a partner hire is denied reappointment or tenure, the remaining faculty member is unaffected. If either faculty member leaves the College, the remaining faculty member is unaffected.
- G. Continued employment is not contingent upon the legal relationship between the faculty members.
- H. This policy will be reviewed periodically by the College to ensure that there is no evidence that application of this policy is detrimental to gender and racial equity in hiring.
- I. Procedures. A partner hire appointment shall be proposed by the affected Department(s) or Program(s) to the Positions Committee, which assesses the merits of the proposed hire and/or changes to a current position. Candidates and Departments should understand that such an appointment must clearly advance the curricular priorities of the College and each faculty member must independently meet the hiring standards of the College. If approved by the affected Departments and the Dean of the College after consulting with the Positions Committee, the partner hire must then be authorized by the President. Particularities of the appointment shall be delineated in the respective

employment contracts including how the part-time appointments alter performance expectations and eligibility for leaves and promotions.

- J. Candidates for partner hire appointments must undergo a rigorous vetting process commensurate with the review they would receive as an applicant in the pool for a full position search. Candidates must provide a curriculum vitae, scholarly work, evidence of teaching effectiveness, three confidential letters of recommendation and any other professional documentation typically considered in a full search (e.g., a statement of teaching philosophy, a teaching portfolio, etc.) to the affected Departments and the Dean of the College. If affected Departments want to proceed with an application, they may request an interview, talk or presentation, and teaching demonstration.

### **3.4 Faculty Grievance Procedure**

- A. Grievances Described. The process below shall be used in seeking redress of grievances arising from the alleged violation of academic freedom or from other matters not involving the non-renewal of contract.
  1. Personal Conference. The faculty member shall have a personal conference with the person or persons whose act or failure to act gave rise to the grievance, unless such a conference cannot be arranged within one week after the faculty member requests such a conference. By mutual agreement, the matter may be concluded at this point.
  2. Conference with a Neutral Third Party. If the grievance cannot be resolved by personal conference, the parties may present the matter for mediation with a neutral third party, who shall in most instances be either the Dean or the Associate Dean of the College of Arts & Sciences. After hearing both sides, the neutral third party shall attempt to negotiate a settlement mutually agreeable to both parties, which, if accepted by both, will conclude the matter.
  3. Petition to Grievance Committee. If, after the personal conference and the negotiation of the neutral third party there is no mutual agreement, then the faculty member may petition the Dean of the College of Arts & Sciences to supervise the election of three College of Arts & Sciences faculty members by the College faculty to serve as a Grievance Committee. The petition shall be in writing, shall set forth in detail the nature of the grievance, shall state against whom the grievance is directed, and shall be transmitted to the Chair of the Committee or to any Committee member if the Chair cannot be found.
  4. Grievance Committee Procedure. The Committee shall have discretion to decide whether to hold a hearing, whether to conduct its own investigation of the facts, and whether to request additional facts from any person. Submission of a petition will not automatically entail investigation or a detailed consideration of the matter. If the Committee decides to hold a hearing, it shall hold the hearing within 30 days after receiving a petition unless the Committee and the petitioner and the person complained against agree to delay. The Committee shall deliver a copy of the petition to the person complained against not less than 10 days before any hearing. The Committee shall notify the petitioner and the person complained against of the time and place of the hearing a reasonable time before the hearing date. The petitioner and the person complained against may attend the hearing, may be accompanied by a representative, may present evidence in writing or by witnesses, shall have the right to cross-examine witnesses and otherwise rebut evidence. The Committee shall seek to bring about a settlement of the grievance satisfactory to the parties. If, in the opinion of the Committee, such a settlement is not possible or is not appropriate, the

Committee shall report its findings and recommendations in writing to the petitioner, the person against whom the grievance is directed, the Faculty Evaluations Committee, and the Dean. If the grievance is directed against the Faculty Evaluations Committee, then the Committee shall report also to the College of Arts & Sciences faculty. If the grievance is against the Dean, the Committee shall also report to the President. The Committee shall be dissolved upon completion of its assigned task.

## **4. Faculty Governance**

### **4.1 Articles of Governance of the CAS Faculty**

#### **4.1.1 Article I - The College of Arts & Sciences Faculty**

The College of Arts & Sciences Faculty shall consist of all full-time teaching faculty members of the College of Arts & Sciences plus those administrators who are members of the faculty by virtue of the University Bylaws,\* or who have been granted the privilege of voting membership by the College of Arts & Sciences faculty upon recommendation of the President of the University.

It shall be the responsibility of the College of Arts & Sciences faculty to:

- A. Act with respect to any matter of concern that is within the responsibility or authority of the College of Arts & Sciences faculty.
- B. Establish such structures and procedures as it deems necessary and appropriate for its internal governance.
- C. Receive and, when appropriate, act upon reports from the President of the University.

The College of Arts & Sciences faculty meetings shall be scheduled once a month during the academic year unless otherwise provided by faculty action, and at other times upon the request of the President of the University.

Meetings of the College of Arts & Sciences faculty shall be chaired by the Dean of the College of Arts & Sciences. For purposes of conducting business at regularly scheduled meetings and special meetings of the College of Arts & Sciences faculty, a quorum shall consist of the voting members present. Unless provided by faculty action, all meetings shall be conducted according to Robert's Rules of Order.

Regular faculty meetings are those faculty meetings scheduled once a month during the academic year. Written notification of items requiring faculty action at any faculty meeting must be communicated to faculty members at least twenty-four hours prior to the time of convening the faculty meeting. At these meetings, suspension of any rules, including the twenty-four hour prior notice rule requires a majority of the entire voting membership of the faculty.

Special faculty meetings are those faculty meetings other than regular faculty meetings. These special meetings may be called by the President of the University, the CAS Dean, or the Council of Chairs. Written notification of the special meeting and the full agenda of the special meeting must be communicated to faculty members at least forty-eight hours, not less than two working days, prior to the meeting. Only items given on the agenda may be

acted on at the special meeting. Suspension of the forty-eight hour notification of meeting and agenda requires a majority of the voting membership of the faculty.

\*Copies of the University Bylaws are available in the office of the President and University Library and online ([LINK](#)).

#### **4.1.2 Article II - Responsibilities of the College of Arts & Sciences Faculty**

It is the responsibility of the faculty member to adhere to the provisions of the Statement of Professional and Ethical Responsibility (see Section 2) and to cooperate with all members of the University in achieving those objectives which are the collective responsibility of the Faculty:

- A. Academic standards and policies for the admission, retention, and graduation of students.
- B. Academic policies and programs necessary to achieve the educational aims of the university.
- C. Curricula and methods of instruction necessary to implement academic policies and programs.
- D. General policy and regulations for the conduct of intercollegiate athletics and other formalized intercollegiate activities.
- E. University policies regarding student privacy and student records - see the complete text of the Education Records Policy ([LINK](#)).
- F. Faculty retention, promotions, tenure, salary increases, leaves of absence, sabbaticals, and grants-in-aid for research.

To assist in fulfilling the responsibilities under A, B, C, D, and E, an Curriculum and Academic Policy Committee is hereby created. To assist in fulfilling the responsibilities under F, a Faculty Evaluations Committee is hereby created. Decisions of the Curriculum and Academic Policy Committee, the Faculty Evaluations Committee, and the Policy Planning Committee should be by consensus, but should this not be possible, decisions shall be made by majority vote with the Chair having a vote.

The Council of Chairs may call special meetings of the College of Arts & Sciences faculty. When the College of Arts & Sciences faculty considers reports from the Curriculum and Academic Policy Committee or the Policy Planning Committee, student members of the Curriculum and Academic Policy Committee shall sit with the College of Arts & Sciences faculty as voting participants.

#### **4.1.3 Article III - CAS Faculty President**

CAS Faculty President Responsibilities.

- A. Chair the Council of Chairs.
  - 1. Set the agenda.
  - 2. Convene meetings of the Council of Chairs.
- B. Chair the Policy Planning Committee
- C. Serve as the faculty Board of Trustees representative.
- D. Provide leadership by:
  - 1. Advocating for the welfare of the faculty
  - 2. Fostering collaborative relationships with the administration to promote the welfare of the institution.

#### **4.1.4 Article IV - Council of Chairs**

Responsibilities. It shall be the responsibility of the Council of Chairs to:

- A. Serve as the primary communication liaison and consultative contact with the President, the Board of Trustees, the CAS Dean, and other senior administrators.
- B. Ensure policy coordination and information sharing among elected committees (the Faculty Evaluations Committee, the Curriculum and Academic Policy Committee, and the Policy Planning Committee) and with the faculty.
- C. Establish and determine the composition and duties of task forces as it deems appropriate.
- D. Evaluate issues that span across committee responsibilities and delegate tasks to the elected committees or to task forces.
- E. Review policy generated by the elected committees before making a recommendation to the full faculty for a vote. In its coordination and communication role, when one of the elected committees proposes a policy or faculty action item, the Council of Chairs will:
  1. Determine if other elected committees need to evaluate the proposal before it goes forward;
  2. Schedule a faculty discussion meeting to solicit broad faculty input if further discussion is warranted;
  3. Determine by a majority vote if the proposal should go to the full faculty for a vote. If three out of the four members of the Council of Chairs do not agree to move a proposal to the full faculty, the proposal returns to the originating elected committee for reconsideration. The originating elected committee can table the proposal; amend the proposal and resubmit to the Council of Chairs; or, with a unanimous vote of all members, forward the proposal directly to the full faculty for a vote.
- F. Consult with the Dean to set agendas for faculty discussion meetings and forums.
- G. Work with the Dean to compile a list of at least three (3) candidates from which the Dean will select each new Faculty Associate Dean.
- H. Collaborate with faculty leadership from other schools who sit on the University Council.
- I. Foster collaborative relationships with administrators to promote the general welfare of the institution.
- J. Work with the EDI Working Group to establish goals, objectives, and resources within the CAS.
- K. Appoint a Contingent Faculty Adjunct Liaison with responsibilities including: (1) to act as a link between non-tenure track faculty, the permanent faculty, and the administration of the College of Arts & Sciences; (2) to be available to field questions and concerns from non-tenure track faculty and communicate with the Dean's office, as needed; and report regularly to the Council of Chairs about issues related to non-tenure track faculty.

Composition. The Council of Chairs shall consist of the three chairs of the major elected committees, all of whom are elected to staggered two-year terms and have two course releases/year.

- A. CAS Faculty President, Policy Planning Committee Chair
- B. Faculty Evaluations Committee Chair
- C. Curriculum and Academic Policy Committee Chair
- D. The Dean will customarily attend the Council of Chairs meetings by invitation of the Council. The Dean has comprehensive knowledge about the institution that is essential for policy coordination and effective decision making. Moreover, the Dean is ultimately

responsible for implementing and supervising CAS policies. Thus, while not a designated ex officio member of the committee, the Dean should be included in meetings whenever possible.

1. Associate Deans are not standing members and attend by invitation.

#### **4.1.5 Article V - Curriculum and Academic Policy Committee**

Responsibilities. It shall be the responsibility of the Curriculum and Academic Policy Committee to:

- A. Provide academic leadership in the College through cooperation with the administration, students, and faculty.
- B. Make recommendations to the Salem Undergraduate faculty for their deliberation and action with respect to:
  1. Academic standards and policies for the admission, retention, and graduation of students.
  2. Academic policies and programs necessary to achieve the educational aims of the University.
  3. Curricula and methods of instruction necessary to implement academic policies and programs.
  4. General policy and regulations for the conduct of intercollegiate athletics and other formalized intercollegiate activities.
  5. University policies regarding student privacy and student records - see the complete text of the Education Records Policy ([LINK](#)).
- C. Constitute its College of Arts & Sciences faculty members as the Faculty Positions Committee, with the Dean of the College of Arts & Sciences as chair, to make recommendations to the administration on all vacant faculty positions and on requests for additional positions in the College of Arts & Sciences.
- D. Assume any additional responsibilities or duties delegated to it by the Council of Chairs.
- E. Members should meet with their divisions or schools at least once per semester to communicate the work of the Curriculum and Academic Policy Committee and to solicit feedback from colleagues.

Composition. The Curriculum and Academic Policy Committee shall consist of eleven members:

- A. Eight faculty members: serving two-year staggered terms.
  1. Four members will be elected from the College of Arts & Sciences faculty by constituency areas according to the procedures of Article VIII.
  2. Two members will be selected by a means determined by the faculty of the Atkinson Graduate School of Management (AGSM).
  3. One member will be selected by means determined by the faculty of the School of Computing and Information Sciences (SCIS).
  4. One member will serve as the faculty chair. This member will be elected separately by the faculty of the College of Arts & Sciences and will have previously served on the Curriculum and Academic Policy Committee or Academic Council.
    - a. The Committee shall elect a Co-Chair from among the AGSM and SCIS members.
    - b. The Committee shall elect its EDI Working group representative among its own members.
- B. The Dean of the College of Arts & Sciences who shall have no vote.

- C. The Associate Dean for of Curriculum and Student Success
- D. Two undergraduate students selected by a means determined by the student government.
- E. The University Registrar and/or the Associate Registrar, neither of whom shall have a vote.

Operating Procedures. The Council may also establish ad hoc committees, as appropriate, to discharge special responsibilities of a short term duration. Ad hoc committee membership should be appropriate to the committee charge and should give adequate representation to faculty, student, and administration interests. It shall be the function of the Curriculum and Academic Policy Committee's ad hoc committees to study proposals and report their conclusions, decisions and recommendations to the Curriculum and Academic Policy Committee. The Curriculum and Academic Policy Committee will report its decisions to the College of Arts & Sciences, the Atkinson School of Management, and the School of Computing and Information Sciences. When approval by the full faculty is required, the Curriculum and Academic Policy Committee shall submit its recommendations to these faculties for deliberation and action. The Positions Committee will review requests for replacement and expansion faculty positions each fall. The CAS faculty have two ways of recommending new and replacement tenure-track positions. The first and most common is to request authorization for a national search open to all qualified applicants. A department or program initiates this process by applying to the Dean and the Positions Committee during the regular fall positions review.

An alternative way to request authorization is through the uncommon vehicle of an Opportunity Hire, which may be initiated at any time during the academic year. Such a hire may be made only when the College 1) identifies a candidate uniquely qualified to contribute to the strategic interests of the institution, and 2) determines that securing the candidate would likely be jeopardized by delaying the hire until the completion of a national search. An Opportunity Hire shall be made subject to existing salary and tenure policies and shall not be used as a way to increase the size of a department over the long term.

An Opportunity Hire shall be proposed by a department to the Positions Committee, which assesses the merits of adding the position. The proposal and the Committee's recommendation shall be forwarded to the Faculty Evaluations Committee, which judges the merits of this particular candidate and their potential for long-term success. The proposal and both recommendations shall then be forwarded to the Dean and the President, who decide whether or not to authorize the hire based on the recommendations received, on their review of the candidate, and on available funding.

#### **4.1.6 Article VI - Faculty Evaluations Committee**

Responsibilities. It shall be the responsibility of the Faculty Evaluations Committee to:

- A. Make recommendations to the President of the University with respect to faculty retention, promotions, tenure, salary increases, leaves of absence, sabbaticals, and grants-in-aid for research. Such recommendations shall be made in accordance with the provisions of the Personnel Policies and Procedures statement (see Section 3). Any changes to the Personnel Policies and Procedures must be approved by the College of Arts & Sciences faculty and become effective after lying before the College of Arts & Sciences faculty for forty (40) school days. The Personnel Policies and Procedures may

be returned to the Faculty Evaluations Committee by the College of Arts & Sciences faculty with instructions to consider specific objections.

- B. Establish committees to consider matters pertaining to the professional development and well-being of the faculty and make appropriate recommendations to the College of Arts & Sciences faculty and/or the President of the University.

Composition. The Faculty Evaluations Committee shall consist of eight members:

- A. Seven (7) members elected by the College of Arts & Sciences faculty - six (6) members elected for two (2) year staggered terms, and a Chair elected separately for a two (2) year term. The Chair must be someone who has already served on the Faculty Evaluations Committee.
  - a. The Committee shall elect its EDI Working group representative among its own members.
- B. The Dean of the College of Arts & Sciences who shall have no vote. The Faculty Evaluations Committee shall elect its Vice Chair from among its own faculty members. The Faculty Evaluations Committee may invite such administrators or students as it chooses to participate in its deliberations and the deliberations of its committees, but such participation shall not carry with it the right to vote.

Operating Procedures. To facilitate its work, the Faculty Evaluations Committee shall establish such other committees as it deems appropriate. The Committee shall determine the composition, duties, and procedures of its committees.

Committees shall consist of members of the faculty appointed by the Chair of the Council after consultation with the Council of Chairs. Committees should be representative of faculty diversity and varied concerns.

Each Committee shall be chaired by a member of the College of Arts & Sciences Faculty appointed by the Chair of the Faculty Evaluations Committee after consultation with the Committee.

#### **4.1.6.1 Faculty Evaluations Committee Recusal and Removal Policy**

In accordance with Willamette's conflict of interest policy and in order to ensure that the faculty evaluation process is fair and unbiased, there may be times when individual members of the Faculty Evaluations Committee (FEC) should not participate in the evaluations of specific faculty members. There are two instances where individual members of FEC may not be involved in the faculty evaluation process for specific faculty members under review.

- A. When spouses, partners, or other family members of FEC members are reviewed, FEC members will be recused from the evaluation. This recusal shall mean that:
  - 1. FEC members shall not write a letter on behalf of a spouse, partner, or family member.
  - 2. FEC members shall not have access to their spouse, partner, or family member's evaluation file.
  - 3. FEC members shall not participate in the deliberations regarding their spouse, partner, or family member.
  - 4. FEC members shall not have FEC access to the FEC letters written to their spouse, partner, or family member and their name shall not be included on the letter.



5. If recusal is required of an FEC chair, the Faculty Evaluations Committee will select another member of FEC to serve as the ad hoc chair for the evaluation.
- B. When faculty members under review are concerned that FEC members cannot be fair and impartial, they may request colleagues on FEC be removed from their evaluations. In order to make a request for removal, the following process must occur:
1. Faculty members under review must state in a letter to the CAS Dean why they request that a member of FEC be removed from participating in their evaluation.
  2. The criteria for making such a request of FEC cannot merely be that colleagues dislike one another. It is incumbent on faculty members under review to make a convincing case for why the failure to remove a member of FEC would result in an unfair or biased evaluation, i.e., a reason unrelated to the criteria for evaluation. If there are any additional materials that provide support for the request, these should be forwarded with the letter to the CAS Dean.
  3. The act of requesting the removal of an FEC member does not guarantee that removal will be granted. The CAS Dean shall bring the request to the FEC Chair for their joint consideration. If the request for removal applies to the FEC Chair, the Dean shall bring the request to another FEC member designated in place of the FEC Chair instead. The determination will be made based on the strength of the case made by the faculty member under review that the participation of the FEC member will bias the evaluation process, compromising a fair and impartial evaluation. Removal will only be granted in rare and exceptional circumstances.
  4. If removal is granted, the removed FEC member shall still be able to submit a letter as part of the evaluation of their colleague.
  5. However, the removal shall mean that:
    - a. FEC members shall not have access to their colleague's evaluation file.
    - b. FEC members shall not participate in the deliberations regarding their colleague.
    - c. FEC members shall not see the FEC letter written to their colleague and their name shall not be included on the FEC letter.
    - d. If an FEC chair is to be removed from a review, the Faculty Evaluations Committee will select another member of FEC to serve as the ad hoc chair for the evaluation.
  6. The determination of whether or not a removal will be granted shall be final and is not subject to appeal.
- C. FEC members may choose to recuse themselves from a case if they feel they cannot offer a fair and impartial review of a file. In order to make a request for recusal in this situation, the following process must occur:
1. FEC members wishing to be recused from a review must state in a letter to the CAS Dean why they are making the request.
  2. The act of requesting a recusal does not guarantee that it will be granted. The CAS Dean shall bring the request to the FEC Chair for their joint consideration. If it is the FEC Chair requesting recusal, the Dean shall bring the request to another FEC member designated in place of the FEC Chair instead. The determination will be made based on the strength of the case that the participation of the FEC member will bias the evaluation process, compromising a fair and impartial evaluation. Recusals will only be granted in rare and exceptional circumstances.
  3. If a recusal is granted, exempted FEC members shall still be able to submit a letter as part of the evaluation of their colleague.

4. However, the recusal shall mean that:
  - a. FEC members shall not have access to their colleague's evaluation file.
  - b. FEC members shall not participate in the deliberations regarding their colleague.
  - c. FEC members shall not see the FEC letter written to their colleague and their name shall not be included on the FEC letter.
  - d. If recusal is permitted for an FEC chair, the Faculty Evaluations Committee will select another member of FEC to serve as the ad hoc chair for the evaluation.
4. The determination of whether or not a recusal will be granted shall be final and is not subject to appeal.

When there are concerns about whether the evaluation of a faculty member can be fair and unbiased that lead to requests for removal or recusal of an FEC member, the act of requesting recusal or removal needs to occur within a reasonable amount of time in advance of the review in question. Once a determination is made regarding the request, the CAS Dean shall communicate that decision to the faculty member as soon as possible and a record of the request and the determination will be kept in the petitioner's file in the CAS Dean's office.

If a faculty member raises a concern that an FEC member will be unfair or biased based on a faculty member's protected class, the Dean will notify Human Resources; and the appropriate procedures will be followed.

#### **4.1.7 Article VII - Policy Planning Committee**

Responsibilities. It shall be the responsibility of the Policy Planning Committee to:

- A. Provide faculty governance and policy leadership in the College of Arts & Sciences.
- B. Review the College policies and procedures integral to faculty work and governance, and propose reforms that establish best practices and reflect a strategic and forward-looking view. To fulfill this responsibility, the Policy Planning Committee will initiate a review of faculty governance structures.
- C. Provide information and advice to the Dean and the President and report to the Council of Chairs and the faculty at large about budget planning and priorities in the College of Arts & Sciences.
- D. Every five years, or more frequently as needed, that actively solicits feedback from a broad range of community members.
- E. Assume any additional responsibilities or duties delegated to it by the Council of Chairs.

Composition. The Policy Planning Committee shall consist of four (4) members plus the chair, who also serves as the CAS Faculty President. All members will be elected to two-year terms.

- A. The chair (CAS Faculty President) must be a tenured faculty member who has previously served on an elected council. This individual will chair the Policy Planning Committee and the Council of Chairs. The chair will serve as the Board of Trustees representative for the CAS.
- B. All tenure-track and library faculty are eligible to stand for election to non-chair positions. There is no divisional representation on the Policy Planning Committee.

- a. The Committee shall elect its EDI Working group representative among its own members.
- C. The Faculty Associate Dean for Faculty Development serves as a non-voting ex officio.
- D. The Contingent Faculty Liaison will attend by invitation and serve in a non-voting consultative role.
- E. The Dean of the CAS will customarily attend in a non-voting role.

#### **4.1.8 Article VIII - Elections**

##### Election Principles.

- A. Faculty Representation. Faculty members elected to Curriculum and Academic Policy Committee, and the Policy Planning Committee, should keep in mind their responsibilities to engage in consultative and transparent decision-making. Elected members who represent a division are expected to communicate regularly with those groups of faculty and solicit feedback, even as we expect those elected committees to strive to serve the broader interests of the College of Arts & Sciences.

Due to the confidential nature of much of its work, the Faculty Evaluations Committee necessitates a trustee model of representation, in which faculty entrust their elected representatives to make thoughtful and careful decisions without knowing the particulars of any one decision. All forms of representation require some level of trust in our fellow faculty members to serve in good faith and to act responsibly.

- B. Voting Principles. In elections with more than two candidates for a single position, everyone elected must receive at least 50 percent of the votes as determined by either ranked voting or run-off elections.

In elections with multiple positions to be filled, a run-off will be conducted unless the successful candidates receive at least 40 percent of the vote.

##### Voting Procedures.

- A. Terms of Office. The terms of all members of the elected councils shall begin May 31 and shall expire two years later. When possible, chairs will be elected in the fall to allow for adequate training and preparation. Should an elected member be unable to fulfill their term of service, an election will be held to replace that member for the duration of the member's term.
- B. Administration of Elections. Administration of elections is delegated to the Dean of the College of Arts & Sciences in consultation with the Council of Chairs. The Dean shall send a notice to every eligible member of the faculty requesting volunteers and nominations for open positions. Faculty members standing for election will submit a brief candidate form that will be made available to all voting faculty. A list of candidates will be published prior to the election to allow faculty to add or remove their names in the interest of balanced representation.

##### Order of Elections.

- A. Chair Elections - The chairs shall be elected in alternate years and before any other elected committee positions:
  - 1. Year 1:
    - a. Faculty President, Policy Planning Committee Chair

- b. Curriculum and Academic Policy Committee Chair
- 2. Year 2:
  - a. Faculty Evaluations Committee Chair
- 3. Other Members - Approximately half the members of each council are elected in a given year. Council members are elected in the following order: (1) Faculty Evaluations Committee, (2) Curriculum and Academic Policy Committee, and (3) the Policy Planning Committee.

Eligibility to Stand and Eligibility to Vote.

- A. Faculty can self-nominate or be nominated (and agree or decline to stand for election). The candidates will submit a candidate form for all faculty to access.
  - 1. Faculty Evaluations Committee.
    - a. The Faculty Evaluations Committee shall consist of six (6) members plus a chair. Since divisional representation is not mandated, a list of candidates will be published before the nomination process is closed so that faculty are aware of whether their division is represented on the ballot or on the continuing membership of the Faculty Evaluations Committee.
    - b. Eligibility to Stand. The chair must have previously served on the Faculty Evaluations Committee and elected members must hold tenure.
    - c. Eligibility to Vote. All tenure-track and continuing non-tenure-track faculty are eligible to vote.
  - 2. Curriculum and Academic Policy Committee.
    - b. The Curriculum and Academic Policy Committee shall consist of five (5) members plus a chair. The four members represent each of the four divisions. The fifth member is a member at-large. Elections are conducted separately for each division; at least two names from each division are required on the ballot. All faculty vote on the candidates regardless of division. The Curriculum and Academic Policy Committee members shall meet with their divisions once per semester to communicate the work of the Curriculum and Academic Policy Committee and to solicit feedback from faculty in the division.
    - c. Eligibility to Stand. The chair must have previously served on the Curriculum and Academic Policy Committee. All tenure-track and library faculty are eligible to stand for election.
    - d. Eligibility to Vote. All tenure-track, continuing non-tenure-track, and library faculty are eligible to vote.
    - e. Divisions.
      - i. Arts: Studio Art, Music, Creative Writing, and Theatre
      - ii. Humanities: Art History, Classical Studies, Philosophy, Religion, Civic Communication and Media, English, Japanese, Spanish, Cinema Studies, and Library
      - iii. Mathematics and Sciences: Biology, Environmental Science, Exercise & Health Sciences, Psychology, Chemistry, Mathematics, and Physics
      - iv. Social Sciences: Economics, PPLE, Sociology, Global Cultural Studies, History, and Public Health

**4.1.9 Article IX - Amending Procedures**

Amendments to Personnel Policies and Procedures of the College of Arts & Sciences and Articles of Governance of the College of Arts & Sciences Faculty shall be considered at any regular meeting of the College of Arts & Sciences Faculty or at a special meeting called for the specific purpose of considering amendments.

However, no amendment may be adopted unless a written or electronic copy of the amendment has been distributed to all faculty members at least five school days prior to the meeting at which the amendment is to be considered.

When proposed amendments are to be considered at a meeting of the College of Arts & Sciences Faculty, such amendments shall be made the first order of business.

#### **4.2 Committees and Task Forces**

Descriptions and charges of College of Arts & Sciences and University Committees as well as Task Force Policy that consist of CAS faculty membership can be found in the Committee Handbook.

Task Force Policy for the CAS Committee Handbook

CAS Task Force Definition.

A task force is a restricted committee established within the faculty governance that has the following elements: (1) a clear and limited charge that cannot be easily addressed by an existing committee or Council; (2) a timeline; (3) a defined reporting structure; (4) findings.

Charge. A CAS task force may be constituted by the CAS Dean, the Council of Chairs, or one of four elected councils (CAP, BCAP, FEC, GC). Prior to the establishment of a task force within the CAS, a proposal of the task force's charge should be discussed with the Council of Chairs with the intention to ensure the scope falls outside the existing governance structure.

Composition. Whenever possible there should be a call for self/other nomination and a broad representation of stakeholders should be appointed. Attention should be paid to service loads and other internal resource constraints when developing the task force's membership. Membership may include faculty, staff, students, and administrators when appropriate.

Timeline. A timeline should be included in the initial charge.

Reporting. A transparent reporting process should be established within the initial proposal. The task force will institute a regular reporting schedule to its reporting council/Dean. These reports should be included in the council/Dean's regular communications with the larger CAS community. Regular meeting minutes from the task force should reflect the ongoing work of the task force and be accessible to the faculty and other stakeholders when appropriate.

Findings. Upon conclusion of the task force, a final written report should be prepared and disseminated to the CAS faculty and other stakeholders when appropriate. A record of the report should be archived by the Dean's office.

The Dean's office will strive to maintain a current list of task forces staffed entirely or in part by CAS faculty both within and outside the CAS to include: (1) Task Force name; (2) CAS membership (total composition where available); (3) Classification (CAS, University, or Board); and (4) Charge (University and Board when possible).

### **4.3 Department and Program Chairs**

**Appointments.** Department and Program Chairs shall be appointed by the Dean. Appointments shall be three-year terms, with no more than six consecutive years as chair, except in extraordinary circumstances. Prior to the end of each three-year term, the Dean shall request a recommendation from each member of the department or program (faculty members who offer courses in the program are considered to be members of the program) concerning reappointment or replacement of the chair.

Any full-time tenured member of the department or program is eligible to be considered for the chair position. Under exceptional circumstances, pre-tenured faculty may be considered for the chair position. Appointment to the chair position shall be specified in the annual contract.

**Responsibilities.** Department and program chairs are ultimately responsible for ensuring that all tasks necessary for the smooth running of their respective departments or programs are completed in a satisfactory and timely manner. Many of these tasks can be delegated to members of the department other than the chair: items listed below as core responsibilities require authorization, direct action, or oversight by the chair, while other tasks may be delegated.

#### **4.3.1 Curriculum and staffing.**

**A. Core responsibilities requiring chair authorization.**

1. Annually submit a multiyear curriculum plan that outlines staffing needs to assist the Dean in determining contingent faculty hiring; this will include making recommendations to the Dean regarding continued employment of existing contingent faculty and assisting the Dean in determining departmental or programmatic needs that arise from faculty leaves.
2. Prepare the necessary documents and make requests for new permanent faculty positions, in order to advise the Dean in filling vacancies within the department or program.
3. Coordinate teaching assignments and the department or program's teaching schedule with the registrar's office.
4. Monitor enrollment and work in consultation with the Dean's office to meet departmental or programmatic as well as college-wide enrollment goals.
5. Coordinate and sign off on departmental or programmatic curricular proposals and make recommendations to Academic Programs and Curriculum and Academic Policy Committee.
6. Mediate disputes among faculty within the department or program.

B. Other tasks.

1. Observe and evaluate the teaching of contingent faculty.
2. Mentor pre-tenure faculty and contingent faculty.
3. Generate and update regular department or program assessment.
4. Assigns students' to advisors and signs major declaration forms.
5. Hire and evaluate student staff (teaching assistants, interns).

**4.3.2 Budget and resources.**

A. Core responsibilities requiring chair authorization.

1. Monitor the expenditure and allocation of departmental or programmatic funds.
2. Prepare and submit budget requests.
3. Review and authorize departmental or programmatic transactions at or below \$10,000.
4. Ensure sound fiscal policies and procedures.
5. Oversee departmental or programmatic space allocation and requirements in coordination with the Dean's office.

**4.3.3 Administrative duties.**

A. Core responsibilities requiring chair authorization.

1. Attend chairs' meetings.
2. Oversee and schedule departmental or programmatic meetings.
3. Handle student complaints and concerns within the department or program.
4. Supervise support staff, in coordination with the Dean's office.

B. Other tasks.

1. Coordinate the selection of student awards.
2. Serve as departmental or programmatic liaison for admissions events and prospective visits.
3. Serve as departmental or programmatic liaison for issues related to student retention and persistence.
4. Schedule departmental or programmatic events.
5. Represent the department or program in various ad hoc capacities.
6. Chair searches for new tenure track and contingent/part-time faculty.
7. Communicate with students regarding departmental or programmatic events and affairs.
8. Serve as departmental or programmatic liaison for building related issues, including facilities inspections and safety checks.
9. Maintain inventory and control of departmental equipment and supplies.
10. Maintain the department or program website.