Arts and Administration Program (AAD), University of Oregon

Internal Governance Policy

As amended and approved by AAA Dean: 4/11/2014

PURPOSE

This ARTS AND ADMINISTRATION INTERNAL GOVERNANCE POLICY provides the formal codification of the development and maintenance of internal governance policies for Arts and Administration. Internal Governance issues are limited to those that deal with the methods and manners by which policies are set within a department, inclusive of the requirement to provide for appropriate and equitable representation of faculty members.

In this policy document the two types of faculty are defined as follows:

The "Core Faculty" includes all currently appointed tenure-track faculty, NTTF or post-docs or research associates with contracts in the department for FTE>0.49 (averaged across the academic year), other NTTF or post-docs or research associates with contracts in the department for FTE<0.50 that do include substantial administrative service, and tenure-reduced faculty. (See provisions in Section 2 to include represented faculty in all decisions affecting them.)

"All Faculty" includes the core faculty, as defined above, and all other faculty teaching in the department any time during the current academic year. This other faculty includes NTTF faculty, post-docs or research associates with contracts in the department for FTE<0.50 and no administrative service, adjunct faculty, and visiting faculty.

1. **Appropriate** and Equitable Faculty Governance Participation

    The following areas constitute major areas of governance within the department guided by formal policies. Appropriate and Equitable Faculty Governance Participation is provided for in each area as follows.

    1.1. Internal Governance Policy – Internal Governance Policy for the program is initiated by the Program Director and is developed and approved by the Core Faculty. Although the Program Director has the primary role in initiating policy, any member of the Core Faculty may initiate a request to structure or amend policy. Policies will be discussed at meetings set per Section 2, Meeting Protocol, where All Faculty will have opportunity to provide feedback on governance policy. Where appropriate and with the intent of establishing an accurate representation of the faculty's position, any member of Core Faculty may call for formalized votes on Internal Governance Policy in a manner consistent with Section 2. Members of All Faculty outside of the Core Faculty in attendance at such meetings may cast uncounted advisory votes.

    1.1.1. Program Director Guiding Principles – As both a leader and as the chief liaison between faculty and administration, it is recognized that the role of Program Director includes a measure of concentration of authority. The Program Director recognizes the necessity to honor the trust and authority placed in him or her by operating in good faith in a consultative and collegial manner, and adhering to the guiding principles of transparency, equity, parity, and inclusiveness whenever acting on behalf of the faculty.

[Handwritten notes:]

Clarify further, is/input options – Qualtrics survey — vote

update IG — submit

"appropriate, equitable participation"
- faculty engagement when on leave or sabbatical in governance + how participate
- def. of Core Faculty ≥1.0 – change limitation FTE/term or yr. – rationale re: not grandfather service
- describe threshold for approval of decision
    – quorum (50+1) | consensus / simpler majority of those present
    that there are enough there – have opportunity

Faculty may petition the Dean to revise and amend this policy once per academic year. If approved, the Dean will provide procedures and timelines by which the policy can be amended.

1.2. <u>Tenured Professional Responsibility Policy</u> – Policy regarding Tenure-Track Professional Responsibilities is provided for through a set of Guiding Principles. These Guiding Principles are established and amended via interaction between the Program Director and the entire tenure-track faculty in the department. Only members of the tenure-track faculty are responsible for discussing and representing the collective viewpoints of all tenure-track faculty members in these matters.

1.3. <u>Non-Tenured Professional Responsibility Policy</u> - Policy regarding Non-Tenure-Track Professional Responsibilities is provided for through a set of Guiding Principles. These Guiding Principles are established and amended via interaction between the Program Director and the Core Faculty. The Core Faculty is responsible for representing the collective viewpoints of All Faculty in these matters.

1.4. <u>Summer Session Appointment Policy</u> – Policy regarding Summer Session Appointments is provided for through a set of Guiding Principles. These Guiding Principles are established and amended via interaction between the Program Director and the Core Faculty. The Core Faculty is responsible for representing the collective viewpoints of All Faculty in these matters.

1.5. <u>Academic Policy</u> – Policy regarding Academic Policy, including establishment, review, and revision of curricula as well as establishment of the requirements for earning degrees and certificates within the department will be set and maintained via interaction between the Program Director and the Core Faculty. The Core Faculty is responsible for representing the collective viewpoints of the Core Faculty in these matters.

1.6. <u>Professional Development</u> – Policy regarding Professional Development is provided for through a set of Guiding Principles. These Guiding Principles are established and amended via interaction between the Program Director and the Core Faculty. The Core Faculty is responsible for representing the collective viewpoints of the All Faculty in these matters.

Note on the Guiding Principles referenced above: Wherever Guiding Principles are applied as a form of the will of the faculty, the Program Director will make all reasonable attempts to adhere to these Guiding Principles in making decisions in areas served by them. It is understood that in cases where overarching programmatic or departmental needs conflict with Guiding Principles, the Program Director's judgment, in consultation with the Core Faculty, regarding overarching programmatic or departmental needs has priority.

2. **Meeting** Protocol
The Program Director or designee will solicit agenda items and will provide three days' notice regarding any meeting where Governance topics are addressed as significant items on the meeting agenda. These meetings provide a forum where individual viewpoints can be forwarded for consideration. Where appropriate, any member of Core Faculty can make a motion to call for a vote on matters of business that are listed as items on the meeting agenda. Upon a seconding of the motion by another member of the Core Faculty, a vote will proceed. The method of voting will be determined at the time of the motion and may be open or anonymous, and may be done orally, by ballot, by electronic means, or otherwise as is deemed appropriate. Official votes will be recorded

consistent with Section 3 of this policy. Determination of regular meeting times are based on faculty availability.

It is understood, that emergency situations may arise that do not allow for the agreed upon notice to be given prior to the meeting. In such situations, the Program Director or his/her designee will make all reasonable accommodations to ensure that faculty is adequately represented in the meeting. It is further understood that such emergency situations are intended to address short-term accommodations, and that these meetings will not be used to discuss or decide upon long-term policy.

3. **Appropriate Documentation of Decisions**

    Formal Meeting Minutes will be kept for each department meeting that discusses or decides upon an area of participatory governance, as listed in Section 1 above. Meeting Minutes will document final decisions only in such matters, and not the full detail of the discussion leading to such decisions. The Program Director, or designee, will approve and electronically distribute Meeting Minutes to All Faculty members. A hard copy of Meeting Minutes will also be maintained in the Program Office. Core Faculty members may submit amendments to the Meeting Minutes no later than three business days following the distribution of those minutes. Amendments regarding any items brought to a vote will be treated as dissenting opinions unless ratified by the Program Director or designee. Minutes will also be available upon request to inactive adjunct faculty, students and AAA or University administration, as appropriate.

    Where University Administration has need to respond to formal proposals or requests for information from the department on governance matters or guiding principles, University Administration will do so by delivering written responses to the Program Director. Those written responses will be communicated and discussed at the next available meeting of the Core Faculty, and the sense of, or majority vote of, that faculty regarding these matters will be entered into the Formal Meeting Minutes.

4. **Standing Committees**

    4.1. Merit Review Committee

    4.1.1. The Merit Review Committee has authority to work with the Program Director on behalf of the Core Faculty in matters of Merit Evaluation.

    4.1.2. This committee will consist of three Core Faculty members including, the Program Director, one TTF, and career NTTF. The committee is only formed and active when a merit process is engaged by the Provost. The TTF and NTTF members will self-nominate during an open faculty meeting. Both members are approved by a simple majority vote of Core Faculty. If nominees fail to come forward or a simple majority vote is not reached for either position, the Program Director may either directly appoint an appropriate representative or seek faculty approval to exclude the position from the upcoming merit process.

5. **Ad Hoc Committees**
    The Program Director may form Ad Hoc Committees for dealing with situations or requests where Standing Committees are not appropriately positioned to equitably address those situations. In such situations, the formation of such committee will be discussed in the earliest available faculty

meeting, where All Faculty can provide feedback regarding the committee and Formal Meeting Minutes will document the scope and authority of the committee.

6. **Search Committees**
   The Program Director will consult with the Core Faculty to determine the appropriate composition and appointment of any departmental search committees to advise the selection of new tenure-track or NTTF faculty hires. Decisions regarding the composition and appointment of Search Committees will be discussed and entered as Formal Meeting Minutes to the next available faculty meeting. The Program Director shall make appointments to adjunct faculty positions, including visiting faculty, in consultation with the Core Faculty.

7. **Program Director Nomination Participation**
   The Program Director is appointed by the Dean (typically for a three-year term). When the position becomes available, the Dean solicits nominations from the faculty, solicits faculty opinion about the nominees, meets with nominees, and then makes an appointment.

   If the Dean elects to perform an outside search for a Program Director, the Dean will appoint a search committee with the advice of the Core Faculty, inclusive of the current Program Director (if available). That search committee will conduct a search that may include internal candidates. The search committee will discusses semi-final and the final short-listed candidates with All Faculty while preserving the anonymity of the candidates to the best extent possible. The short-list will then be ranked by the search committee, with explanations, and sent to the Dean. The Dean then makes an appointment.

8. **Faculty Administrative Roles**
   Administrative Faculty positions within AAD include Liaison to School of Music and Dance, Liaison to College of Education, Liaison to Other Related Disciplines (including Folklore, Oregon Folklife Program, First Year Programs, Athletics, CultureWork Campus Communications, and Undergraduate Recruitment) Additional administrative roles are performed by AAD faculty in overseeing curricular clusters defined as Undergraduate Curriculum, Arts in Healthcare Management, Community Arts Management, Media Management, Museum Studies, Performing Arts Management, and Doctoral Supporting Area Curriculum.

   Administrative appointments are made by the Program Director and may rotate through faculty as interest and expertise allow. When a position becomes vacant, the Program Director will review and revise the position description as necessary and present it to the faculty for discussion. The faculty will then be given the opportunity to nominate or self-nominate candidates for consideration of appointment to the position as described. The Program Director solicits input from the faculty, reviews the nominees and makes the appointment.

9. **Development of Key Collective Bargaining Agreement Provisions**
   The Program Director or his/her designee will be responsible for initiating development of departmental policies for (1) tenured professional responsibility, (2) non-tenured professional responsibility, (3) summer session appointments, (4) academic policy, and (5) professional development funding. Full development of the policy will involve participation, input, and direction from the Core Faculty and will consult with All Faculty where appropriate. Consensus or, lacking that, a majority vote of the Core Faculty will adopt these policies. In order to ensure that subsequent implementations can occur in a timely and orderly fashion, the following methods will

be set forth for collaborative development, adoption and implementation of <u>all</u> five of these categories of policies:

a) Administration will provide suggested policy outlines and/or guidelines to the Program Director or his/her designee for feedback.
b) The Program Director or his/her designee will work with the Core Faculty to further develop guidelines and policies.
c) The Core Faculty will hold at least one meeting where individuals can provide feedback on guidelines. Formal Meeting Minutes will be kept of all such meetings and will be made available as per Section 3. Only in the case of tenure professional responsibilities policy and tenure-track promotion policies, this meeting will only include the tenure-track faculty.
d) The Program Director or his/her designee will, following appropriate consultation of the Core faculty, provide the Administration any requested edits, customizations, or changes to each category of suggested policy.
e) Administration will review the requested edits, customization, or changes to the suggested policy and either adopt the edits or provide a written explanation as to why requested edits, customization, or changes were not incorporated into the final policy.

Committee members and All Faculty acknowledge the urgency of policy development, and accept responsibility for pursuing implementation and deliverable deadlines. In the event that the department misses an implementation or deliverable deadline, the Program Director maintains the ability to make unilateral decisions on affected subject matters until such time that the department completes assigned tasks and the Provost approves the affected deliverables. AAA and UO administration will provide guidance on implementation of subsequent Key Collective Bargaining Agreement Provisions as Provost Guidelines and timelines become available.

Article 2 of the CBA provides this relevant statement:

> The parties agree that the faculty of each department or unit should have the opportunity to participate in the system of shared governance of that department or unit, according to policies initially developed and recommended by the faculty in accordance with Article 4 of this Agreement

The definition of "Faculty" includes all TTF and Career NTTF, and provides the basis for the following provision from the CBA.

Article 4 of the Collective Bargaining Agreement states:

> Policies for internal governance must include provisions for appropriate documentation of decisions and for the appropriate and equitable participation of both faculty in the Tenure Track and Tenured Professor classification and Career NTTF in the development of departmental or unit policies.

Units must, therefore, ensure that the internal governance policies provide for participation that is both (1) appropriate and (2) equitable. This is a two-step process.

The first step is to determine whether participation is appropriate. Participation includes, but is not limited to, departmental activities such as voting and committee membership. There should be sound structural, pedagogical, or programmatic reasons for determining that a class of faculty (TTF, NTTF), a particular classification (e.g. Professor, Instructor, Lecturer, Researcher, Librarian) or a particular rank of faculty (Assistant, Associate, Full, Senior I, Senior II) should or should not participate in a particular aspect of governance. Distinctions in participation levels based on FTE should similarly be justified.

Once the appropriateness of participation is established, the unit must determine if the policy provides for participation that is equitable, particularly as it relates to TTF and NTTF unit members. Equitable, within this context, does not mean the internal governance role for every faculty member must be exactly the same or there must be absolute proportionality in governance for all faculty classifications and ranks. Instead, equitable requires a level of parity that allows all TTF and Career NTTF to have a meaningful role in governance. There are no strict ratios or prescriptions. However, units should critically analyze and question whether they have created a system for meaningful participation or one of token representation in an area of governance.

All faculty have the right to participate in governance. Units should consider how best to engage faculty in governance within the context of the faculty's overall professional responsibilities. Depending on the situation, participation may range from direct involvement to participation through elected representatives.

Both TTF and Career NTTF are essential to the University's strategic mission and future success, and it is expected that they both have a legitimate voice in the governance process.