Faculty Manual

Section IV
Faculty Constitution

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I. BASIC STRUCTURE OF THE GOVERNANCE SYSTEM

Effective June 14, 1980, the Board of Trustees established the following system of governance:

— A General Faculty.
— A Student Government.
— Two Policy Councils: an Academic Affairs Council to recommend educational policy and a Student Affairs Council to recommend policy for student life.
— A Faculty Review Board to advise the Administration and Board of Trustees on matters of faculty salaries, promotion, and tenure.
— Two Consultation Groups to advise the President of the College on matters of institutional concern: a Conference Group to advise on matters of current institutional functioning and a Planning and Priorities Group to advise on matter of budgetary planning and long-range needs.
— Liaison Committees to work with key members of the Administrative Staff of the College.

II. ORGANIZATION OF THE FACULTY

A. Membership

The General Faculty shall include as members all full-time members of the teaching faculty, professional librarians, and part-time faculty who teach at least four courses during the academic year. In addition, the following positions which are closely involved with matters of educational policy, also have faculty status: the President of the College, the Dean of the Faculty, the Dean of Academic Departments, the Dean of Engineering, the Associate Academic Deans, the Director of Schaffer Library, the Dean of Students, the Vice President for Admissions, Financial Aid and Enrollment, the Registrar, and all full-time individuals holding academic administrative appointments who enjoy membership in an academic department by virtue of their academic credentials (and who may teach in that academic department). Individuals filling these positions shall enjoy all the rights and privileges of membership in the General Faculty except that of holding office subject to election by the General Faculty and except any benefits and entitlements specifically provided to any other group within the General Faculty.

B. Leadership of the Faculty

The General Faculty shall be directed by an Executive Committee comprising a Chair, a Secretary of the Faculty, and four additional faculty members who shall be the four heads of the Academic Divisions. The Executive Committee shall have as responsibilities: developing the agenda for all General Faculty meetings in consultation with the President of the College and providing supporting materials for those meetings; serving as a nominating committee to submit names of candidates for each office or committee position subject to election by the General Faculty (additional nominations may be made from the floor) and to any other appointive positions in the governance system; and advising the Administration on all matters of concern to the General Faculty. The Executive Committee shall, as members of the Planning and Priorities Group, be responsible for proposing appropriate levels for the faculty salary budget to the administration. In order to meet this responsibility, the Executive Committee shall appoint a Faculty Compensation Committee, whose membership shall include at least one member of the Executive Committee and one member of the Faculty Review Board, to address this issue. The Faculty Compensation Committee will present its report to the President. The Executive Committee shall also have the responsibility for revising the faculty constitution and by-laws to be in accord with the new governance system and to establish orderly means to accomplish the business of the General Faculty. The Administration shall inform the Faculty Executive Committee, and seek Faculty Executive Committee consultation, as appropriate, about any proposed changes to the Faculty Manual that are not governed by procedures for change that require faculty approval.

The Chair of the Faculty Executive Committee is responsible for the operation of the General Faculty, for the General Faculty's compliance with provisions of the governance system, and for the execution of the tasks assigned to the Executive Committee. The Secretary of the Faculty shall record and report minutes of all meetings of the General Faculty and of the Executive Committee,

and shall participate as a regular member of the Executive Committee. The Secretary shall see that the faculty is promptly informed of all formal recommendations of the Academic Affairs Council and the Faculty Review Board and of all other matters which should come to the attention of the faculty.

C. Faculty Meetings

The General Faculty will meet in three regular meetings during the academic year and in three or more informational sessions. Additional meetings of the General Faculty may be called according to other provisions of the governance system. The regular meetings will be in September (to introduce new administrative officers and faculty and to receive reports from the President and other administrative officers as appropriate), in February (to be informed of budgetary decisions for the coming year and to discuss long-range plans for the College), and in April (to select prize recipients and recommend to the Trustees all persons to be awarded earned degrees and to elect faculty members to serve as officers of the General Faculty and as members of those governance structures for the coming year whose members are to be elected by the General Faculty).

The Chair of the Faculty Executive Committee will issue the call for all meetings of the General Faculty. The Chair will do so as required by the provisions in the governance system, at the request of the President of the College, on receipt of a petition submitted by at least 10 percent of the General Faculty, or at his/her own initiative. The President of the College or the Chair of the Faculty Executive Committee may ask the General Faculty to express an opinion on any matter by vote; and other matters may be brought up for a vote as a result of a petition submitted by at least 10 percent of the General Faculty.

The President of the College will personally chair the meetings of the General Faculty but will relinquish the chair in the following circumstances:

1. To make a formal report to the faculty.
2. To speak on a matter before the meeting.
3. To respond to a question of substance from a faculty member.

Under these circumstances, or if the President is not in attendance at the meeting, the Chair of the Faculty Executive Committee will take the chair.

Individuals who do not have faculty status may be invited to attend as appropriate by the President or by the Chair of the Executive Committee without voting rights. Any guest may speak on invitation of the President or any member of the faculty.

D. Divisional Meetings

The academic departments of the College are divided into four divisions: Humanities, Social Sciences, Sciences and Mathematics, and Engineering. The Academic Divisions of the College meet

for purposes of communication and informal deliberation, and to elect the Divisional Heads and the members who represent the Division on the Academic Affairs Council and the Faculty Review Board. The Academic Division shall meet at the call of the Division Head.

E. Criteria for Elections of Faculty Members

A faculty member may be elected at any one time only to one Council, to the General Education Board, to the Faculty Review Board, to any elected position of Faculty leadership, or as Faculty Trustee. No faculty member may be re-elected immediately to the same position. Election to liaison committees is exempt from these restrictions. Normally, terms of office are for three years.

Only regularly elected members may vote at meetings of the various governance structures. No proxies or substitutes will be permitted on any governance structure, whether for faculty, student, or administrative representatives except as stipulated below. Divisions shall, however, be permitted to elect a replacement for a divisional representative to any council, board, or committee in the event of an extended absence of that representative for the term of absence.

If a faculty member resigns from any council, board, or committee, his or her term will be regarded as having been completed and the elected or appointed replacement will serve a full term beginning with the year in which the resignation took effect.

If any council, board, or committee finds that turn-over in a given year is such that reasonable continuity is jeopardized, it can request permission from the Faculty Executive Committee to extend the term of one member for a period of one year.

III. CRITERIA FOR ELECTIONS OF POLICY COUNCILS

A. Authority of the Policy Councils

The Policy Councils shall initiate formal policy recommendations to the President (through the appropriate administrator) and Board of Trustees in the areas of Academic Affairs and Student Life. In the case of the Student Affairs Council, all recommendations will proceed directly to the President and Board for approval and implementation. In the case of the Academic Affairs Council, any formal policy recommendation must be submitted to the General Faculty for approval prior to being forwarded to the President and Board of Trustees.

B. Creation of Sub-Councils

Each Policy Council shall be empowered to create as many sub-councils as necessary to deal with specific areas of its responsibility, and it shall be empowered to staff these sub-councils with individuals not on the parent council. With the exception of the standing sub-councils established in Sections IV,C and V,C below, all sub-councils shall expire automatically at the end of every academic year, Sub-councils shall normally be chaired by a member of the parent council, and shall have the responsibility for submitting carefully considered proposals to the parent Council for deliberation, but they may not themselves formally recommend policy to the General Faculty and the Administration.

All student members (who are full-time day-time, undergraduates) of the sub-councils (with the exception of chairpersons) shall be appointed by the Student Government Committee on Committees or its equivalent. Faculty representatives shall be appointed by the chair of the parent Council in consultation with the Faculty Executive committee, except as specified below in this document.

C. Leadership of the Councils

Each Policy Council shall choose a Chair from among its own members at the beginning of the academic year. The Chair shall serve for a full year and may be re-elected.

D. Procedure Terminology Defined

In the procedural flow chart stipulated for each Policy Council below, the term academic calendar shall refer to that period of time beginning with the first day of classes and ending on the last day of final examinations for the Fall, Winter, and Spring terms. The word day shall mean a normal calendar day, including weekends and holidays. Except in cases of replacement elections and replacement appointments, the effective dates for all terms of office begin on September 1 of the academic year and end on August 31.

IV. THE ACADEMIC AFFAIRS COUNCIL

A. Membership

The Academic Affairs Council shall have as voting members five faculty representatives (one to be elected by each of the four Divisions, with one other to be elected by the General Faculty at large) and three students (full-time, day-time undergraduates to be appointed by the Student Committee on Committees or its equivalent). In addition, the Dean of the Faculty, and the Dean of Studies shall be non-voting members of the Council. Faculty members shall serve staggered terms and shall meet the criteria set forth in section II,E above. Two of the student members shall serve two-year terms, and one shall serve one-year terms. The Dean of Studies will normally serve as the Council's recording secretary.

B. Responsibilities

The Academic Affairs Council shall formulate and submit for General Faculty approval all changes in academic policy and all proposals for new programs. Proposed changes in academic policy may also be initiated at any meeting of the General Faculty. Such proposals shall be referred to the Academic Affairs Council for review and shall be reported back to the Faculty, at the next Faculty meeting (or as otherwise stipulated at the time of referral). It shall normally be the practice of the Academic Affairs Council to refer to its sub-councils the preliminary formation of plans and policies, and receive from these sub-councils recommendations for action.

The Council shall receive from the appropriate sub-councils recommendations on the approval or disapproval of proposed new courses, reviews of current academic programs and services (such as academic advising of students) and recommendations on new programs within the curriculum. The Council shall solicit proposals and seek support for faculty and student research, for faculty development, and for curricular experimentation; and it shall advise on the allocation of available funds for these activities.

The Academic Affairs Council shall review and revise as necessary the criteria for academic honors and other scholastic awards, and for good academic standing.

The Academic Affairs Council shall advise the Dean of the Faculty in the preparation and annual revision of a working plan for academic development, encompassing both a general direction for the entire academic program and appropriate goals for departments and programs. The Administration shall make available to the Academic Affairs Council the budgetary information it needs to make informed judgments in the development and revision of the plan. The working plan for academic development should be the basis for the annual academic budgetary requests by the Dean of the Faculty. The educational guidelines provided by the Working Plan will be used by the Dean of Academic Departments and the Dean of Interdisciplinary Studies and Special Programs in performing, and reporting to the AAC, a periodic review of each Department and interdepartmental program, with particular attention to the needs and resources of each. The guidelines provided by

the document will also be used directly by the administration in making staffing decisions which affect the distribution of faculty within the curriculum. The Council may occasionally offer its assistance, or be asked for it, in the interpretation of the document concerning specific pending decisions. The Dean of Academic Departments will report the year's staffing decisions to the AAC, explaining them in terms of the Working Plan.

The Academic Affairs Council advises the Dean of the Faculty regarding the definition of all tenure-track positions, whether new or vacated, except those vacated because of negative tenure and reappointment reviews. The department in which a vacated position has resided should use a proposal form supplied by the Dean of Academic Departments to describe the manner in which the department proposes to fill the position. If a vacated position resides outside a department, the academic dean overseeing the position may use this form to propose how the position may be filled. In making its recommendation, the AAC will consider information available in the Working Plan for Academic Development and in the department or program's most recent external review, in addition to information provided by the department on the proposal form. The AAC may advise the Dean of the Faculty that the position be filled as described, it may recommend that the proposal be resubmitted after certain aspects of it are reconsidered and revised, or it may advise the Dean of the Faculty against filling the position as proposed and instead recommend that proposals be solicited from other departments or programs for a tenure-track position. The Dean of the Faculty will make the final decision regarding the definition of any tenure-track position.

C. Standing Sub-Councils of the AAC

The AAC shall form four standing sub-councils: a Sub-council on the Standing of Students, the General Education Board, the Writing Board, and a Sub-council on Courses and Programs. Unless the actions or recommendations of these standing sub-councils are deemed by the AAC to be detrimental to the College's academic programs, they will normally be sustained by that Council.

The Sub-council on the Standing of Students shall review and, as appropriate, recommend revision of those College policies which affect the academic standing of undergraduates at Union; it shall review the records of students who earn less than a satisfactory average and apply to all undergraduate degree candidates the accepted criteria for good academic standing; it shall also evaluate petitions for undergraduate re-admission to Union and consider all requests for exemption from undergraduate academic regulations. The membership of the Sub-council shall be three (3) students (full-time, day-time, undergraduates), four (4) faculty members (appointed as other members to Sub-councils and with one member from each Division), the Dean of Studies or his/her designee, the Dean of Students or his/her designee, the Dean of First-Year Students or his or her designee, and the Registrar. The Sub-council is co-chaired by the Dean of Studies and one faculty member. The Sub-council shall report to the Academic Affairs Council annually about its activities.

The General Education Board shall oversee the general education program and shall formulate plans and policies relating to it. The membership of the General Education Board shall be the Dean of Interdisciplinary Studies and Special Programs, four faculty members and two students. Each of the

four divisions of the faculty shall elect one representative, and the faculty shall serve staggered three-year terms. The two students shall be selected by a process determined by the Student Forum and shall serve staggered two-year terms. The Director of the Writing Center shall serve ex-officio. The Dean of Interdisciplinary Studies and Special Programs shall serve as the Director of the General Education Board and shall be responsible for the administration of the program. The General Education Board shall report to the AAC annually about its activities.

The Writing Board shall oversee the Writing Across the Curriculum program and shall formulate plans and policies to promote WAC on campus. The membership of the Writing Board shall be the Director of the Writing Center, four faculty members, two students, and up to two academic administrators designated by the Academic Affairs Council in consultation with the Director of the Writing Center. Each of the two centers of the faculty shall elect two representatives with no two from the same department, and the faculty shall serve staggered three-year terms. The two students shall be selected by a process determined by the Student Forum and shall serve staggered two-year terms. The Director of the Writing Center shall serve as Director of the Writing Board and be responsible for the administration of the program. The Writing Board shall report to the AAC annually about its activities.

The Sub-council on Courses and Programs shall review all new course proposals and new program proposals. The membership of the Sub-council on Courses and Programs shall be the Dean of Academic Departments, the five faculty representatives of the AAC, a representative from Schaffer Library's Collection Development, and the Registrar. The Sub-council shall grant preliminary approval to new courses and new programs each term, and bring them before the full AAC each term for discussion and approval. The Dean of Academic Departments shall chair the Sub-council.

D. Procedures

The procedures to be followed by the Academic Affairs Council shall be those put forward in Chart A.

CHART A
Legislative Flow Chart for Academic Affairs Council

1. Academic Affairs Council (AAC) receives formal proposals from its councils, from its own members, or from Department Heads.

2. The AAC passes a formal policy recommendation.

3. The Student Forum or its equivalent has ten days in the academic calendar in which to respond to the policy recommendation in one of the following ways:
   — Receive the report and take no action; or
   — Return a Sense of the Forum Resolution to the AAC, requesting a formal reconsideration of the policy recommendation.

4. At a meeting of the General Faculty called within thirty days, the General Faculty may
   - Approve (by majority vote) the policy recommendation as it stands, in which case, unless a Sense of the Forum Resolution has been received by the AAC Chair, the policy recommendation is forwarded to the Dean of the Faculty and the President for formal approval and implementation; or
   - Return the recommendation to the Academic Affairs Council with suggested amendments; or
   - Reject (by majority vote) the policy recommendation, in which case the proposal is defeated and may not be reconsidered during the current year.

5a. If the recommendation is returned to the Academic Affairs Council by the General Faculty, the AAC has thirty days in the academic calendar to take action. It may:
   - Withdraw the policy recommendation, in which case the same recommendation may not be reconsidered during the current academic year; or
   - Return the initial proposal to the General Faculty, explaining why it has not incorporated suggested amendments; or
   - Resubmit a modified proposal to the General Faculty and the Student Forum or its equivalent.

5b. If a Sense of the Forum Resolution is returned to the Academic Affairs Council by the Student Forum or its equivalent, the AAC has thirty days in the academic calendar in which to reconsider the proposal and respond in writing to the resolution. Such a written response is the responsibility of the student members of the AAC. The AAC may:
   - Withdraw the policy recommendation, in which case the same recommendation may not be reconsidered during the current academic year; or
   - Return the initial proposal to the Student Forum or its equivalent, explaining why it has not incorporated suggested amendments; or
   - Resubmit a modified proposal to the Student Forum or its equivalent, and to the General Faculty.

6. The General Faculty shall meet within ten days in the academic calendar of receiving again the policy recommendation of the AAC (either the resubmitted initial proposal or a modified proposal) and any Sense of the Forum Resolution(s) related to either the resubmitted initial proposal or any modified proposal. The General Faculty may:
   - Approve by majority vote the proposal submitted to it by the AAC, in which case the proposal is forwarded to the Dean of the Faculty and the President for formal approval and implementation; or
   - Fail to approve by majority vote the proposal, in which case the proposal is defeated and may not be reconsidered during the current academic year.

7. The Dean of the Faculty and President must receive the recommendation of the Council and formally approve or disapprove the recommendation within ten days in the academic

calendar. In the unusual instance that the Dean of the Faculty or President vetoes the policy recommendation of the AAC, such disapproval must be communicated in writing to the Chair of the AAC within the ten-day period, explaining the reason for rejection. On receipt of such a rejection message, the Academic Affairs Council may begin again at Step 1.

V. THE STUDENT AFFAIRS COUNCIL

A. Membership

The Student Affairs Council shall consist of five students (full-time, day-time, undergraduates). The Student Forum shall determine which of its members shall serve on the SAC and how the remaining non-Forum members on the SAC shall be elected. In addition, the Council shall also include two faculty members, both of whom shall be elected by the faculty at large without regard to Division affiliation, two administrators (the Dean of Students and another administrator designated by the Dean of Students) and one academic administrator ex officio and without a vote (designated by the Dean of the Faculty). The Faculty members shall serve staggered three-year terms and shall meet the criteria set forth in section II, E above. The student members shall serve one-year terms. One of the faculty members shall serve as the chair of the Student Affairs Council.

B. Responsibilities

The Student Affairs Council shall continuously review policy and formulate and recommend plans for the following:

— Dean of Students Office
— Residential Life
— Dining Services
— Student Activities and Campus Center
— Health Services
— Student Support Services (counseling, disabilities, international, religious, and other programs
— Career Center
— Campus Safety

This Council shall formulate and review policy concerning student conduct, including criteria for acceptable social behavior and procedures to be followed by College judicial panels.

This Council shall work to develop policies that encourage students to defend the dignity of all members of the campus community.
This Council shall assume overall responsibility for College policy affecting Greek Organizations and Theme Houses.

This Council shall have responsibilities for advising the Student Forum (or its equivalent) and the Dean of Students on matters of student activities which have a significant impact on student life. The Student Forum is oversees activities of students, including the allocation of all Student Tax Monies. The Dean of Students shall be responsible for ensuring that other College interests are taken into account in the development of student programs and services.

C. Sub-Council

The Student Affairs Council shall form one standing sub-council: the Sub-council on Housing Reviews (hereafter referred to as the "Sub-council"). The Sub-council is charged with reviewing the applications of residential groups occupying College-owned housing who have applied for renewal. The Sub-council shall read the self-study prepared by each residential group and invite members of the group to meet with the Sub-council. The Sub-council will then make a recommendation to the Student Affairs Council. The full Student Affairs Council will make the decision on the term of renewal for housing groups.

The Sub-council shall be composed of one administrator (designated by the Dean of Students), one Faculty members (from the Student Affairs Council), one representative from the Interfraternity Council (to be appointed by the Interfraternity Council), one representative from the Panhellenic Council (to be appointed by the Panhellenic Council), one representative from the Theme House Consortium (to be appointed by the Theme House Consortium), one representative from Independent students (to be appointed by the Student Affairs Council), and one member of the Residential Life staff.

D. Procedures

The procedures to be followed shall be those put forward in Chart B.

CHART B
Legislative Flow Chart for Student Affairs Council

1. The Student Affairs Council receives proposals from sub-councils, its own members, or the Student Forum.

2. The Student Affairs Council passes policy recommendations.

3. The Student Forum has thirty days in which to respond to the policy recommendation. It may:
   - Receive the report and take no action, in which case the proposal is forwarded to the Dean of the Faculty and President for formal approval and implementation; or
   - By majority vote, the Forum may call for a reconsideration of the recommendation by the Student Affairs Council, in which case the Forum must be given an opportunity to state its reservations about the recommendation in question.

4. Upon completion of the reconsideration process, the Student Affairs Council may:
   - Endorse the recommendation a second time and the recommendation is then forwarded to the Dean of the Faculty and President for formal approval and implementation; or withdraw the recommendation, in which case it may not be dealt with again during that particular academic year; or
   - Modify the recommendation.

5. The Student Forum has ten days in which to respond to the modified policy recommendation. It may:
   - Receive the report and take no action, in which case the proposal is forwarded to the Dean of the Faculty and President for formal approval and implementation; or
   - By majority vote, the Forum may call for a reconsideration of the revised recommendation by the Student Affairs Council in which case the Forum must be given an opportunity to state its reservations about the revised recommendation.

6. Upon completion of the reconsideration of the revised recommendation, the Student Affairs Council may, as outlined under point four,
   - Endorse again, in which case the revised recommendation is forwarded to the Dean of the Faculty and President for formal approval and implementation; or
   - Withdraw the revised recommendation; or
   - Modify the revised recommendation, in which case the same procedure as outlined above for revised proposals is followed.

   (Note: Upon completion of any reconsideration, the Student Affairs Council may endorse the reconsidered proposal and send it for formal approval and implementation.)

7. The Dean of the Faculty and President receive the recommendation of the Student Affairs Council and will formally approve or disapprove the recommendation within ten days. In the unusual instance where the President or the Dean of the Faculty vetoes the policy recommendation of the Student Affairs Council, such disapproval must be communicated in writing within the ten day period explaining the reasons for rejection. On receipt of such a rejection message, the Student Affairs Council may begin again at Step 1.

VI. FACULTY REVIEW BOARD

A. Membership

The Faculty Review Board shall have as members five senior faculty (those who have passed tenure review), three junior faculty (those who have not reached the stage of tenure review), the Dean of the Faculty, the Dean of Academic Departments, and the Affirmative Action Officer. The two deans and the Affirmative Action Officer shall serve ex officio and without vote, except that the Dean of the Faculty shall vote, if requested by the Board, in the event of a tie.

Each Division shall elect one of its senior members to serve on the Faculty Review Board. The fifth senior member and the third junior member shall be elected by the faculty-at-large. The remaining junior members will be elected by the junior faculty, one to represent the Humanities and Social Sciences Divisions, and the other to represent the Science and Engineering Divisions. Each junior member shall have been a member of the faculty for a minimum of two years, shall be elected for a term of one year, and shall not serve on the Board in the year of tenure review.

B. Responsibilities

The Faculty Review Board shall formulate and submit for General Faculty approval all policies and procedures for review of faculty members for renewal of contract, promotion, tenure, tenure and salary increments. Proposed changes in policies and procedures in matters of salary review, contract renewal, tenure, tenure and promotion may also be initiated at any meeting of the General Faculty. Such recommendations shall be referred to the Faculty Review Board for review and shall be reported back to the Faculty, at the next Faculty meeting (or as otherwise stipulated at the time of referral). The Board shall also be responsible for recommending policies for distribution of funds available for faculty salaries. The Board is further charged with reviewing individual faculty members in consideration of renewal of contract, promotion, tenure and making recommendations in individual cases.

C. Procedures

Only the senior faculty members shall join with the Deans and the Affirmative Action Officer in reviewing individuals for promotion, tenure, tenure and renewal of long-term contracts. During consideration of reappointment reviews for junior tenure-track faculty, one junior faculty member of the Board will participate in an advisory (non-voting) capacity. This junior faculty member will have completed the reappointment review process. Attendance will be rotated among the eligible members. The Board as a whole shall consider all other matters within its jurisdiction. In the event of a tie vote, the board may request the Dean of the Faculty to decide between the favored alternatives.

D. Creation of Sub-Committees

The Faculty Review Board shall be empowered to create as many sub-committees as necessary to deal with specific areas of its responsibility, and it shall be empowered to staff these sub-committees with individuals not on the Faculty Review Board. All sub-committees shall expire automatically at the end of every academic year, sub-committees shall normally be chaired by a member of the Faculty Review Board, and shall have the responsibility for submitting carefully considered proposals to the Faculty Review Board for deliberation, but they may not themselves formally recommend policy to the General Faculty and the Administration.

All student members (who are full-time "day-time," undergraduates) of the sub-committees (with the exception of chairpersons) shall be appointed by the Student Government Committee on Committees or its equivalent. Faculty representatives shall be appointed by the chair of the Faculty Review Board in consultation with the Faculty Executive Committee.

E. Right to Appeal

A faculty member may request the Faculty Appeals Committee to review a determination by the Faculty Review Board or the Dean of the Faculty regarding pre-tenure contract renewal or tenure, according to procedures set forth in the Faculty Manual.

CHART C
Legislative Flow Chart for Faculty Review Board (May 2000)

1. The Faculty Review Board (FRB) receives formal proposals from its subcommittees, from its own members, or from Department Heads.

2. The FRB passes a formal policy recommendation.

3. At a meeting of the General Faculty called within thirty days, the General Faculty may
   — Approve (by majority vote) the policy recommendation as it stands, in which case the policy recommendation is forwarded to the Dean of the Faculty and the President for formal approval and implementation; or
   — Return the recommendation to the FRB with suggested amendments; or
   — Reject (by majority vote) the policy recommendation, in which case the proposal is defeated and may not be reconsidered during the current academic year.

4. If the recommendation is returned to the Faculty Review Board by the General Faculty, the FRB has thirty days in the academic calendar to take action. It may
   — Withdraw the policy recommendation, in which case the same recommendation may not be reconsidered during the current academic year; or
   — Return the initial proposal to the General Faculty, explaining why it has not incorporated suggested amendments; or

— Resubmit a modified proposal to the General Faculty

5. The General Faculty shall meet within ten days in the academic calendar of receiving again the policy recommendation of the FRB (either the resubmitted initial proposal or a modified proposal). The General Faculty may
   — Approve by majority vote the proposal submitted to it by the FRB, in which case the proposal is forwarded to the Dean of the Faculty and the President for formal approval and implementation; or
   — Fail to approve by majority vote the proposal, in which case the proposal is defeated and may not be reconsidered during the current academic year.

6. The Dean of the Faculty and President must receive the recommendation of the Council and formally approve or disapprove the recommendation within ten days in the academic calendar. In the unusual instance that the Dean of the Faculty or President vetoes the policy recommendation of the FRB, such disapproval must be communicated in writing to the Chair of the FRB within the ten-day period, explaining the reason for rejection. On receipt of such a rejection message, the FRB may begin again at Step 1.

VII. FACULTY APPEALS COMMITTEE

A. Membership

The Faculty Appeals Committee (FAC) shall have as members five tenured faculty members. Each division will elect one tenured member of the Division to the committee. The Divisions will also elect a tenured alternate to the FAC who replaces the elected representative should the chair determine valid grounds exist to replace a committee member as determined above. The fifth member of the committee will be elected by the faculty at large and will chair the committee. When this person is elected, the faculty will also elect an alternate to replace the committee chair in the event the chair's membership is challenged by the petitioner. All members of the Appeals Committee will serve for two years.

The Chair of the Faculty Appeals Committee shall not serve concurrently on any ad hoc tenure committee nor on any other of the principal governance structures. No member of the Faculty Appeals Committee can serve on the Faculty Review Board concurrently or in the year immediately preceding service on the Appeals Committee.

B. Responsibilities

The Faculty Appeals Committee shall consider petitions by faculty members to review determinations by the FRB or the Dean of the Faculty regarding pre-tenure contract renewal or tenure.

VIII. THE CONSULTATION GROUPS

A. Purpose

The purpose of the Consultation Groups is to assure that the President of the College will systematically receive advice from faculty, students, and staff on all matters of concern to the College as a whole. Consultation on matters of immediate concern to the campus will be provided by the Conference Group; consultation on matters of long-range planning and budgeting will be provided by the Planning and Priorities Group.

B. Authority

All opinions expressed or recommendations made by the Consultation Groups are advisory to the President of the College.

IX. THE CONFERENCE GROUP

A. Membership

The Conference Group shall be composed of the Chair of the Faculty Executive Committee, the Secretary of the Faculty, the President of the Student Body, the Vice President of the Student Body, and the Chair of the Academic Affairs Council and the Student Affairs Council. The President of the College shall chair the Conference Group.

B. Responsibilities

The Conference Group is to advise the President upon request on all matters of immediate concern to the general functioning of the campus. These matters will normally include—but not be limited to—the handling of emergency situations, bottlenecks in the governance system, the creation of ad hoc task forces, procedures to be followed in the case of appeals by members of the faculty and student body on decisions concerning their status at Union College, and the treatment of any problem which falls outside the normal functioning of the governance system and administration.

The Conference Group will meet at the request of the President and will consider whatever business the President places before it.

X. THE PLANNING AND PRIORITIES GROUP

A. Membership

The Planning and Priorities Group shall be composed of the four division Chairs of the Faculty, the Chair of the Faculty Executive Committee, the Secretary of the Faculty, the two faculty trustees, three students (full-time, day-time, undergraduates) to be appointed by the Student Committee on Committees, two members of the staff to be appointed by the Director of Human Relations for three-year terms with the possibility of reappointment, the Vice Presidents, the Senior Director of Campus Diversity and Affirmative Action, and resource people deemed helpful to the discussions of the Planning and Priorities Group. The President of the College shall chair the group.

B. Responsibilities

The Planning and Priorities Group shall review and recommend to the President policies concerning long-range planning, the establishment of College priorities, and the preparation of annual budgets. In so doing, the Group shall be concerned with the use of current or proposed facilities, with the financial implications of proposed or anticipated institutional changes, and with all academic and non-academic issues of long-range importance. It shall have the specific responsibility of evaluating the extent to which the annual budget of the College responds to establish College priorities.

C. Procedures

The Administration shall provide the Faculty members of the Planning and Priorities Group with complete and timely information relevant to long-range planning and budget issues. To ensure an open and continuing debate over the direction of the College, the President shall prepare for the Group an annual written assessment of the state of the College. This report shall address the suitability of the short- and long-term goals of the College, the progress made during the past year toward attainment of the goals, and future resource requirements.

Normally the Group will concern itself with the development of budgetary priorities and a review of the preliminary budget during the Fall term. Other responsibilities will normally be undertaken during the Winter and Spring terms.

The Planning and Priorities Group will meet at the request of the President and will consider whatever business the President, or designee, places before it.

D. Sub-Group

The Benefits Committee is a standing sub-group of the Planning and Priorities Group (P&P) that makes recommendations to P&P regarding faculty and staff benefits. The Faculty Compensation Committee comprises the faculty membership of the committee. Two administrative staff members, one of whom is designated as the committee's co-chair, and two hourly staff members are nominated

by the Vice President for Finance & Administration and appointed by P&P. The Chair of the Faculty Compensation Committee and the designated appointed administrative staff member co-chair the committee. The Director of Human Resources serves ex-officio. The Director of Human Resources seeks the advice of the committee annually regarding benefits budget planning. P&P and the Director of Human Resources consult the committee on any significant changes to benefits, sometimes requesting analysis of possible policy changes.

XI. LIAISON COMMITTEES

Liaison committees are responsible for making policy recommendations to the administration. The committees are co-chaired by an administrator responsible for the relevant administrative offices and by a faculty member. Faculty representatives to liaison committees are elected by faculty. All liaison committees must meet a minimum of once per term. The agenda and minutes of each committee, including any recommendations made, will be forwarded to the Faculty Executive Committee for review and posting on the Academic Affairs web site. Additional Liaison Committees may be established by the President of the College in consultation with the Conference Group.

XII. LIAISON COMMITTEE FOR ADMISSIONS

A. Membership

The membership shall include the Vice President for Admissions, Financial Aid and Enrollment, four faculty members, two students, the Director of Financial Aid, the Director of Athletics, and one member of the admissions staff. The Vice President for Admissions, Financial Aid and Enrollment and one of the faculty members shall co-chair the Liaison Committee for Admissions.

The faculty members will be elected by the faculty, normally one from each division, for staggered three-year terms. The elected faculty shall select the faculty co-chair from among themselves in consultation with the Faculty Executive Committee. The student members will be appointed by the Student Committee on Committees. The admissions staff member will be appointed by the Vice President for Admissions, Financial Aid and Enrollment.

B. Responsibilities

The Admissions Committee is responsible for recommending general admissions policy to the President and, through him, to the Board of Trustees, and for advising, the Vice President for Admissions, Financial Aid and Enrollment, on all matters of concern to students and faculty about admissions. In addition, the Vice President for Admissions, Financial Aid and Enrollment may bring to the Committee any matter for consultation and opinion.

C. Procedures

The Liaison Committee on Admissions shall advise the Vice President for Admissions, Financial Aid and Enrollment in the preparation and annual revision of a document which outlines the overall goals, policies, and procedures to be used in the admissions process. Vice President for Admissions, Financial Aid and Enrollment shall prepare for the Committee an annual report which provides a detailed profile of the applicant pool, accepted candidates for admission, and freshman class. The Liaison Committee on Admissions shall meet each Spring to recommend policy guidelines, which shall then be forwarded to the President for formal approval. It shall meet throughout the year, at least once per term, at the request of the Vice President for Admissions, Financial Aid and Enrollment on all other matters.

XIII. LIAISON COMMITTEE FOR ATHLETICS

A. Membership

Membership shall include the Director of Athletics, two elected faculty members (one from each center) plus the two campus NCAA faculty representataives, two students (one male and one female), and one alumni representative. The Director of Athletics and one of the faculty members shall serve as co-chairs of the Liaison Committee for Athletics.

The two elected faculty members will be elected by the faculty for staggered three-year terms. The elected faculty and NCAA faculty representatives shall select the faculty co-chair from among themselves in consultation with the Faculty Executive Committee. The student members will be appointed by the Student Committee on Committees or its equivalent. The alumni representative will be appointed by the Alumni Council.

B. Responsibilities

The Liaison Committee on Athletics shall advise the Director of Athletics on all matters of concern to the athletic program. These shall include -- but not be limited to -- intercollegiate athletic programs, club sports, intramural and recreational programs, women's programs, and instruction in athletic skills and sports. The Liaison Committee shall participate in discussions of general policy, in a review of program needs, in the analysis of budgetary priorities, and in bringing to the attention of the Director of Athletics the concerns of members of the faculty and student body.

Although the Liaison Committee is advisory to the Director of Athletics, it shall be understood that the Director is expected to consult with the Committee on a regular basis and to consider carefully its advice.

C. Procedures

The Liaison Committee on Athletics shall meet at least once each term at the call of the Director of Athletics or the faculty co-chair. It shall discuss whatever business the Director of Athletics or other members of the committee places before it. All decisions of the committee are advisory to the Director of Athletics.

XIV. LIAISON COMMITTEE FOR CAMPUS FACILITIES

A. Membership

Membership shall include the Vice President for Finance, four faculty members, two students, one member of the staff, and the Director of Campus Operations. The Vice President for Finance and one of the faculty members shall serve as co-chairs of the Liaison Committee for Campus Facilities.

The faculty members, normally one from each division, will be elected by the faculty, for staggered three year terms. The elected faculty shall select the faculty co-chair from among themselves in consultation with the Faculty Executive Committee. The student members will be appointed by the Student Committee on Committees. The staff member will be appointed by the Director of Campus Operations.

B. Responsibilities

The Liaison Committee for Campus Facilities shall advise the Vice President for Finance on all matters of the physical state of the campus and on plans for improvements. The Committee shall be consulted regularly at every stage of the planning and construction of new facilities and on other improvements to be undertaken on the campus.

The Liaison Committee for Campus Facilities shall advise the Vice President for Finance in the preparation and annual revision of a working plan for facilities development, which shall prioritize capital improvement projects on the campus. The Administration shall make available to the Committee the budgetary information it needs to make informed judgments in the development of the plan. The working plan for facilities development should be the basis for the annual physical plant capital budget requests by the Vice President for Finance.

C. Procedures

The Liaison Committee for Campus Facilities will meet at least once each term at the call of the Vice President for Finance or the faculty co-chair. It shall discuss matters of concern regarding campus operations and any proposed campus improvements. The Administration shall provide all members of the Committee with a complete and timely description of all campus construction projects during their early planning stages. The Committee shall assess the impact of such projects on the physical environment of the campus and report its findings, along with any recommendations for changes in the plans, to the Planning and Priorities Group which will make a final recommendation to the President.

XV. LIAISON COMMITTEE FOR THE LIBRARY

A. Membership

Membership shall include the Head Librarian, four faculty members, two students, and one member of the Library faculty (in addition to the Head Librarian). The Head Librarian and one of the faculty members shall serve as co-chairs of the Liaison Committee for the Library.

The faculty members, normally one from each division, will be elected by the faculty, for staggered three-year terms. The elected faculty shall select the faculty co-chair from among themselves in consultation with the Faculty Executive Committee. The student members shall be appointed by the Student Committee on Committees. The Library faculty member shall be appointed by the Head Librarian.

B. Responsibilities

The Liaison Committee on the Library shall advise the Head Librarian on all matters of policy pertaining to the operation, maintenance, and improvement of the Library. Committee members are also expected to communicate to their colleagues information concerning Library policies and operations.

C. Procedures

The Liaison Committee for the Library will meet at least once each term at the call of the Head Librarian or the faculty co-chair. It shall discuss whatever business the Head Librarian or members of the committee shall place before it. All decisions of the committee are advisory to the Head Librarian.

XVI. LIAISON COMMITTEE FOR ACADEMIC COMPUTING AND TECHNOLOGY

A. Membership

Membership shall include the Chief Information Officer, four faculty members, two students, and one representative each from Academic Computing, the College Library and Web Resources. The faculty members, one of whom serves as Co-Chair, shall be elected by the faculty, one from each of the four Divisions, for staggered three-year terms, and the student members shall be appointed by the Student Committee on Committees. The Chief Information Officer and a faculty member shall co-chair the Liaison Committee for Academic Computing and Technology. The elected faculty members shall select the faculty co-chair from among themselves in consultation with the Faculty Executive Committee.

B. Responsibilities

The function of the Liaison Committee for Academic Computing and Technology is to help form IT policy on all matters pertaining to the operation, maintenance, and improvement of technology and computing that affect the academic program and mission of Union College. This Committee is also charged with assessing the current use of technology for academic purposes and academic technology needs on an annual basis to aid in formulating appropriate IT policies and procedures. As part of this mission the Committee will develop and maintain effective means for integrating views of the faculty into IT policy.

C. Procedures

The Liaison Committee for Academic Computing and Technology will meet at least once each term at the convening of the Co-Chairs. It shall discuss whatever business the Co-Chairs or members of the committee shall place before it. This shall include all new policies and changes to IT policies and procedures that significantly affect students and faculty. Proposed new policies and changes to IT policies and procedures shall normally be presented to the Committee at least one month before a policy decision is finalized. All decisions of the committee are advisory to the Chief Information Officer.

XVII. LIAISON COMMITTEE ON STUDY ABROAD

A. Membership

Membership shall include the Director of International Programs, four faculty members and two students. The Dean of the Faculty or her/his designee, Dean of Studies, Dean of First Year Students and other administrators involved in the work of the International Programs Office as invited by the co-chairs of the committee, shall be non-voting members of the Committee. The Director of International Programs and one of the faculty members shall co- chair the Liaison Committee on Study Abroad. Faculty members shall be elected by the faculty, normally one from each of the four Divisions, for staggered three year terms. The elected faculty shall select the faculty co-chair from among themselves in consultation with the Faculty Executive Committee. The student members shall be appointed by the Student Committee on Committees or its equivalent.

B. Responsibilities

LCOSA shall advise the Director of International Programs on all matters of concern to Union's International Programs. These shall include (but not be limited to): design of a time-table and a set of guidelines for the initiation of periodic evaluations of individual term abroad (TA) programs designed to alter, affirm, or eliminate said programs; review of re-designed or newly proposed TAs; review of student proposals for alternative student study abroad (for which the student representatives on LCOSA will not participate); and the development and implementation of new assessment tools for TA programs. LCOSA shall participate in discussions of general policy, analysis and setting of budget priorities related to International Programs, and improving the academic quality of all TA experiences.

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C. Procedures

LCOSA shall meet at least once each term at the call of the Director of International Programs or the faculty co-chair, and more often at appropriate times of the year to evaluate student proposals for alternative study abroad. The committee shall develop a regular schedule by which all Union TAs are evaluated and the Director of International Programs shall provide the appropriate assessment data for these reviews. A summary of the TA assessments, alternative student study abroad proposals, and any modifications of general policies shall be made available to the Union College community.

XVIII. AMENDING THE GOVERNANCE SYSTEM

All the structures and procedures established by this document may be amended at any point in the future. The procedures to be followed in amending the Governance System shall be the following:

A. Amendments may be formally proposed in any of the following ways:
   - By a petition signed by at least 10 percent of the General Faculty.
   - By majority vote of the Faculty Executive Committee.
   - By majority vote of the Student Forum (or its equivalent).
   - By the President of the College in consultation with the Conference Board.

B. Any amendment formally proposed must be circulated in writing to all members of the General Faculty and the Student Forum at least thirty days in the academic calendar prior to a vote being taken upon it.

C. Any amendment formally proposed must be approved by both
   - A majority of all members of the General Faculty who are in residence at the College during the academic term in which the vote is taken; this vote may occur at a meeting of the General Faculty called for this purpose or by mail ballot, at the discretion of the Faculty Executive Committee; and
   - A majority of all members of the Student Forum who were elected or appointed to serve during the academic term in which the vote is taken. (Approval by the Student Forum is not required on amendments pertaining to sections II, VI, and VII.)

   In both cases, a vote on the proposed amendment must be held within forty-five days in the academic calendar following the circulation of the amendment.

D. Upon approval by the General Faculty and where required by the Student Forum, the amendment shall be forwarded to the President of the College and, through the President, to the Board of Trustees. If the President concurs with the amendment and decides that such an amendment is procedural in nature, the amendment will automatically become effective at the beginning of the next academic term. If the President concurs with the amendment and decides that such an amendment is substantive in nature, the amendment will be forwarded to the Board of Trustees for approval and the amendment will become effective at the beginning of the next academic term. If the President disapproves of the amendment, the amendment shall not take effect, and the President must communicate this decision in writing to the Faculty Executive Committee, the Student Forum, and the Executive Committee of the Board of Trustees, explaining the reasons for disapproval. In all cases, the President must act within ten days in the academic calendar following approval by the General Faculty and Student Forum. The Presidential disapproval may be over-ridden by two-thirds of the members of the General Faculty who are in residence in the term in which the vote is taken. The Chair of the Faculty Executive Committee shall then forward the amendment to the Board of Trustees for approval.