

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

EP.10.37

Office of the Provost and Vice Chancellor  
for Academic Affairs

Swanlund Administration Building  
601 East John Street  
Champaign, IL 61820



RECEIVED

FEB 22 2010

OFFICE OF THE SENATE

February 22, 2010

Abbas Aminmansour, Chair  
Senate Committee on Educational Policy  
Office of the Senate  
228 English Building, MC-461

Dear Professor Aminmansour:

Enclosed is a copy of a proposal from the College of Education to reorganize the Departments of Education Organization and Leadership, Educational Policy Studies, and Human Resource Education as the Department of Education Policy, Organization and Leadership.

The Office of the Provost is in support of the proposal. It should be noted that the budgetary request has been addressed and does not affect the outcome of this proposal.

This proposal has been approved by the College of Education Executive Committee and faculty of the departments. It now requires Senate review.

Sincerely,

Kristi A. Kuntz  
Assistant Provost

KAK/dkk

Enclosures

c: S. K. Alexander  
J. Anderson  
S. Aragon  
M. Kalantzis  
C. Livingstone  
S. Michaels

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

Office of the Dean  
College of Education  
110 Education Building, MC-708  
1310 South Sixth Street  
Champaign, IL 61820-6990



RECEIVED  
FEB - 3 2010  
Office of the Provost

February 2, 2010

Dr. Richard Wheeler  
Vice Chancellor for Academic Affairs  
Swanlund Administration Building  
MC - 304

Dear Vice Chancellor Wheeler,

Please find enclosed a proposal for the reorganization of three departments in the College of Education into a single academic unit, the Department of Educational Policy, Organization and Leadership. The proposal has the strong support of the faculty in the Departments of Educational Policy Studies, Educational Organization and Leadership, and Human Resource Education, and has been discussed and endorsed by the College Executive Committee in accordance with our bylaws.

We would appreciate the assistance of the Provost's Office in moving this proposal forward to begin the approval process on campus. Please let me know if there are any questions.

Sincerely,

Mary Kalantzis  
Professor and Dean

c: K. Alexander  
J. Anderson  
S. Aragon

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

Department of Educational Policy Studies

College of Education  
360 Education Building  
1310 South Sixth Street  
Champaign, IL 61820-6990



January 26, 2010

Dean Mary Kalantzis  
110 Education  
College of Education

Dear Dean Kalantzis:

We write to convey the final vote by faculty members of the Departments of Educational Organization and Leadership, Educational Policy Studies, and Human Resource Education regarding the proposal to reorganize the three units into the Department of Educational Policy, Organization and Leadership. Overall, thirty (30) faculty members voted in favor of reorganization, three (3) voted no, and four (4) abstained. The following details the votes by academic unit:

EPS

Yes: 16

No: 1

Abstain: 2

No vote received: 1

HRE

Yes: 5

No: 0

Abstain: 2

EOL

Yes: 9

No: 2

Abstain: 0

This is a very strong vote in favor of reorganization and represents the culmination of many months of diligent work by the Synergy Task Force Committee and the individual members of each department, including the staff.

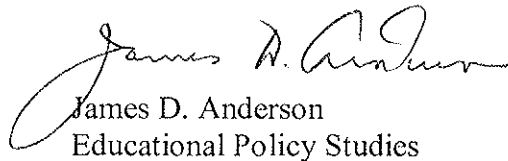
The strong consensus in favor of reorganization resulted from the work of the Synergy Task Force Committee (comprised of Donald Hackmann, Steven Aragon, James Anderson, Richard Hunter, Debra Bragg, Nicholas Burbules, Laurence Parker, Tod Treat, Andrea Ellinger and later Peter Kuchinke) that met regularly to address the larger issues

of reorganization. Further, It was determined that the benefits, concerns, and implementation issues resulting from the creation of a new department needed to be identified so that faculty members from across the three departments could make informed voting decisions. The sub-committees (by-laws, faculty issues, students and admission policies, budget and resources, and shared services) ensured broad participation by faculty and staff across all three departments. Finally, in the days before the final vote we held brown bag luncheons on three separate days enabling faculty members and staff from all three units to fully consider all issues. Thus, the final vote reflects a careful and thoughtful process resulting in a decision to reorganize the three departments into a single academic unit.

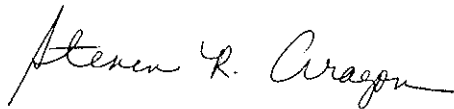
Yours Sincerely,

A handwritten signature in black ink, appearing to read "S. Kern Alexander", with a long horizontal flourish extending to the right.

S. Kern Alexander,  
Educational Organization and Leadership

A handwritten signature in black ink, appearing to read "James D. Anderson", with a large, looping initial "J".

James D. Anderson  
Educational Policy Studies

A handwritten signature in black ink, appearing to read "Steven R. Aragon", with a stylized, cursive script.

Steven Aragon  
Human Resource Education



## **Proposal to the Senate Educational Policy Committee**

**PROPOSAL TITLE:** Proposed reorganization of the Departments of Educational Organization and Leadership, Educational Policy Studies, and Human Resource Education into one Department with the new name of Education Policy, Organization and Leadership.

### **SPONSORS:**

James D. Anderson  
Head, EPS  
217-333-7404  
[janders@illinois.edu](mailto:janders@illinois.edu)

Steven Aragon  
Interim Head, HRE  
217-333-0807  
[aragon@illinois.edu](mailto:aragon@illinois.edu)

S. Kern Alexander  
Associate Head, EOL  
217-244-8814  
[alexandr@illinois.edu](mailto:alexandr@illinois.edu)

### **COLLEGE CONTACT:**

Dean Mary Kalantzis  
217-333-0960  
[kalantzi@illinois.edu](mailto:kalantzi@illinois.edu)

Susan Michaels (administrative contact)  
Assistant to the Dean, 217-244-3293  
[susanm@illinois.edu](mailto:susanm@illinois.edu)

### **BRIEF DESCRIPTION:**

Reorganization of three departments (Educational Organization and Leadership, Educational Policy Studies, Human Resource Education) into one department with the title of Department of Education Policy, Organization and Leadership. There will be no changes in the programs currently offered through the existing units. Further, the draft by-laws for the proposed reorganized unit are attached in Appendix A.

## **JUSTIFICATION:**

The overarching mission of the reorganized Department is the study and development of educational policy, leadership, and organizational change in multiple local, state, national and international contexts, including P-12 schooling, postsecondary and higher education, the workplace, and a variety of informal settings where education also takes place (including the family and the community).

The proposed reorganization is based on the recognition that a newly conceived department will draw upon the strengths of faculty, staff, students, and alumni to develop new organizational alignments that will significantly enhance the quality of core areas (Education Policy; Higher Education; Educational Administration and Leadership; Human Resource Development; Social and Philosophical Foundations; Global Studies in Education, and eLearning) as well as foster new collaborative research opportunities. For example, a core area such as “Higher Education” will be strengthened significantly by bringing together faculty members in the three existing units with long-standing research and teaching interests in the study of higher education. Indeed, the reorganized department will have one of the strongest higher education faculties in the nation. Similarly, the reorganized department will have increased capacity in quantitative analysis, a stronger and more applied concentration in education policy, and a powerful cluster of on-line masters degree programs. This will enhance the College’s collective capacity to respond to dynamic societal changes that require new ways to meet educational challenges in the 21<sup>st</sup> century. Combining personnel, which include a diverse faculty engaged in interdisciplinary initiatives, as well as establishing new synergies made possible through realigning staff and resources will create a stronger and more dynamic academic unit.

Overall interest in a newly reorganized department became energized with the growing realization that faculty and students can coalesce around identifiable research and teaching initiatives while creating a more powerful organizational entity that fosters innovation and proves responsive to emerging trends and societal needs. Some issues are scholarly pursuits, while others are pragmatic. Although we have not identified all possible areas of interest and synergy, several are listed below:

- Interdisciplinary scholarly communities will be created, which are more enriching for faculty and students. Bringing faculty with diverse academic interests and research expertise together provides an empowering mechanism to explore interdisciplinary solutions to the important educational issues facing contemporary society. In addition, the collective faculty can be better positioned to engage in grant-writing activity and experience even more success in obtaining external funding to support critical research initiatives.
- The ability to enhance faculty capacity, particularly in specializations that reach across the three departments (such as Higher Education, Education Policy, Educational Leadership, Organizational Change, Global Studies in Education, and Distance Education), will be strengthened significantly through reorganization. Moreover, new specializations (such as Technology Studies in Education) will emerge from a stronger and more flexible unit. The identification and alignment of

faculty with these specializations has numerous benefits, including the following: (a) attracting potential students into high demand areas; (b) clear identification of faculty for national rankings; and (c) creating stronger collaboration among faculty that enhances our capacity to attract external funding.

- Examining areas of curricular overlap, to identify opportunities to strengthen and enrich students' academic preparation for their chosen career fields.
- Creating a departmental infrastructure with sufficient resource capacity (including both personnel and funding) to provide support to a variety of initiatives promoted by the College of Education and the departments, such as the Forum on the Future of Public Education, the Ubiquitous Learning Institute, the Institute for Executive Leadership in Education, and a newly proposed Education Policy Center. Many of these initiatives could work in concert to engage in high quality funded research and to influence state and national educational policy and practice.
- Providing more effective and efficient uses of departmental resources, including support for growing numbers of online learning programs and better uses of space and staff support.

Reorganization will impact the graduate students in multiple ways. In a few areas it necessarily constrains opportunities for funding. More specifically, several opportunities such as Illinois Distinguished Fellowships (IDF), Graduate Conference Travel awards, and Dissertation Completion Fellowships, to name a few, have a quota per department. For example, under the current organization each department could theoretically hold three IDF awards funded by the Graduate College for a total of nine fellowships. Following reorganization, the reorganized unit will be limited to three. In other words, we will be treated the same as other academic departments. Still, the Dean of the College of Education has agreed to fund three fellowships for the new unit as a means to offset the reduced opportunities for Graduate College awards. The reorganized unit will expand opportunities for funding graduate education through its expanding on-line degree programs and by increasing the amount of externally funded research. More important, the vast amount of funding currently available to graduate students in the existing units (i.e. fellowships and graduate assistantships) will remain available following reorganization, even as we continue to explore ways to create new opportunities for graduate students.

The reorganized department, barring any changes in the rules for doctoral study, will impact College of Education rules for dissertation committees. The College of Education requires each doctoral candidate to have at least one dissertation committee member outside of the candidate's home academic department. The graduate students in EOL, EPS and HRE have drawn heavily upon faculty members in the three units to serve as outside members of their doctoral committees. Hence, barring any changes in the rules, reorganization could constrain the opportunities for graduate students to obtain the outside faculty member for their dissertation committees. We have already begun discussions to reconsider the existing dissertation committee rule in order to avoid any adverse impact on graduate students in the reorganized department. We could place greater emphasis on using faculty members outside of the College of Education,



permit students to meet the requirements by obtaining faculty members outside of their academic divisions, or change the requirements. Currently, the coordinators of graduate studies in EOL, EPS and HRE are meeting regularly to resolve such issues in a manner that will not adversely impact graduate students in the three units as a consequence of reorganization.

This aforementioned list certainly is not exhaustive, but it does provide an enumeration of potential benefits of reorganization, as well as some traditional and new initiatives that will excite faculty and students. By bringing together outstanding scholars into one unit, we can create an organizational structure that is better positioned to respond to emerging issues in education research and practice. Because “the whole is greater than the sum of its parts,” we can realign our faculty and disciplinary specializations—in the process creating a powerful academic unit that will be recognized as one of the top Departments in the nation and one that can aggressively attract the highest quality faculty, students and staff.

#### **BUDGETARY AND STAFF IMPLICATIONS:**

##### **a. Additional staff and dollars needed**

As a result of synergies discussions and the loss of all support staff from the Department of Educational Organization and Leadership, a shared service center was created. Staff members from the departments of Human Resource Education and Educational Policy Studies combined forces to redistribute their workloads and meet the support needs for all three departments. This action preceded this proposal and provides the foundation for a successful transition of administrative responsibilities to a shared model. No additional staff will be required for the new department and, indeed, this reorganization has already resulted in increased efficiencies and improved service to faculty and students. When the reorganization is complete it is anticipated that the shared service center staff will report directly to an Associate Department Head with administrative responsibility for the newly formed department.

While new permanent funding is not requested for the newly formed department, the college is seeking a small infusion of cash (\$75K) to be used for activities proposed by the leadership group and to support the integration of the growing online programs of the three existing departments into one entity.

Combining the three departments will create a very strong academic and economic unit in the College. The combined permanent state budget of the three departments is \$3.5M, which would make it the largest academic budget in the college. Combined institutional funds will top \$1M, with 90% available to the department centrally. Funding is further diversified by self-supporting activities that are expected to generate \$150K annually. Further, the combined departments have a rising sponsored projects profile with two major new federal awards, a long established base of state funding and a broadening base of private funding.

As a result of the merger, there will be costs that come from such things as changing letterhead and departmental materials, including stationery, signs and the cost for creating a new departmental website. There will also be costs associated with advertising, including the cost of a brochure and mailings to peer departments across the nation. We estimate the costs to be modest and the College will assume the costs. Some of the costs will be merged with other campaigns by the College to advertise its strategic initiatives and new programs.



b. Internal Reallocations

At this time we do not anticipate changes in class size or student-faculty ratios. However, we do anticipate standardizing teaching loads and making other departmental policy adjustments which are likely to improve operations and enhance the student experience. We also anticipate that the reorganization of our faculty will engender new enthusiasm and attract the highest quality students to our programs.

c. Effect on course enrollment in other units

We do not anticipate any impact on units outside of the three combining forces.

d. Impact on the University Library

None anticipated.

e. Impact on computer use, laboratory use, equipment

None anticipated.

**DESIRED EFFECTIVE DATE:**

Target date for implementation: January 1, 2011

**STATEMENT FOR PROGRAMS OF STUDY CATALOG:**

**Graduate Degree Programs**

Degree programs in the Department of Education Policy, Organization and Leadership are designed to meet the academic and professional interests of individuals preparing for careers as academic professionals, adult educators, college professors, corporate trainers, educational policy analysts, governmental administrators, instructional designers/technologists, non-profit representatives, organizational development specialists, and university administration leaders. The department is organized into the following areas of specialization: (1) Education Policy; (2) Higher Education; (3) Educational Administration and Leadership; (4) Human Resource Development; (5) Social and Philosophical Foundations; (6) Global Studies in Education, and (7) eLearning.

Degrees: Ed.M., M.A., M.S., C.A.S., Ed.D., and Ph.D.

Off-Campus degrees: Ed.M., C.A.S., Ed.D.

Online degrees: Ed.M.

**Joint Degree Program:** Education Policy, Organization and Leadership and Business Administration

**Degrees Offered:** Ed.M. and M.B.A.

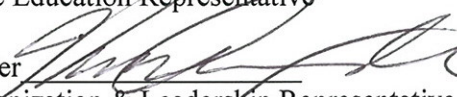
**Medical Scholars Program:** Doctor of Philosophy (Ph.D.) in Education Policy, Organization and Leadership and Doctor of Medicine (M.D.) through the Medical Scholars Program


**CLEARANCES:**

Signatures:

James D. Anderson  1/26/10  
Educational Policy Studies Representative Date:

Steven Aragon  1/28/10  
Human Resource Education Representative Date:

S. Kern Alexander  1/26/10  
Educational Organization & Leadership Representative Date:

Dean Mary Kalantzis  2/1/2010  
College of Education Representative Date

\_\_\_\_\_  
Graduate College Representative Date: \_\_\_\_\_

\_\_\_\_\_  
Provost Representative Date: \_\_\_\_\_

\_\_\_\_\_  
Educational Policy Committee Representative Date: \_\_\_\_\_

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**From:** Michaels, Susan L **On Behalf Of** Kalantzis, Mary  
**Sent:** Wednesday, March 17, 2010 10:54 AM  
**To:** Aminmansour, Abbas; Krassa, Michael A  
**Cc:** Damrau, Christa Petrillo; Michaels, Susan L; Kalantzis, Mary  
**Subject:** Final advisory vote regarding reorganization

Dear Professor Aminmansour and Professor Krassa,

I am writing to communicate to you of the results of the advisory ballot on the reorganization of the three academic units in the College of Education. The final vote of the College faculty was 44 in favor, 8 against with a total of 52/90 possible votes. This is a 58% participation rate.

Please let me know if you have any questions. We look forward to the public hearing on March 31.

All the best,

Dean Mary Kalantzis  
College of Education  
University of Illinois  
Tel: (217) 333-0960  
<http://marykalantzis.com>  
<http://education.illinois.edu/newlearning/>

**Public Hearing on the Reorganization of the Departments of Educational Policy Studies, Educational  
Organization and Leadership, and Human Resource Education  
In the College of Education  
Into  
The Department of Education, Policy, Organization and Leadership (EPOL)**

Wednesday, March 31, 2010  
Room 42a Education  
3:00 p.m.

Hearing Convened by Professor Abbas Aminmansour, Chair of the Senate Educational Policy Committee (EPC) at 3:06 p.m.

Also speaking: Mary Kalantzis, Dean of the College of Education, and Professor James Anderson, Head of Educational Policy Studies and Interim Head, Educational Organization and Leadership

**Opening Comments by Dr. Aminmansour**

Dr. Aminmansour welcomed everyone and began by describing the terminology, and review/approval process with the campus units involved. Educational Policy Subcommittee A is reviewing this proposal, chaired by Professor Michael Krassa. The full Educational Policy Committee is meeting on Monday, **April 5 at 1:10 p.m. in Room 232 English Building** and this proposal will be discussed. The meeting is open and all are welcome to attend. Comments can be emailed to Dr. Aminmansour at [aamin@illinois.edu](mailto:aamin@illinois.edu). Comments need to be received by noon on Friday, April 2 so that the committee can read them in advance of their meeting.

**Comments by Dean Kalantzis**

Dean Kalantzis thanked everyone for attending and made brief remarks about the history of the discussions and the forward thinking synergy underway between the three units. Dean Kalantzis expressed appreciation to the task force who developed the proposal.

**Comments by Professor James Anderson**

Dr. Anderson, representing all three departments, began by thanking the synergy task force members and the faculty and students who were instrumental in bringing the conversation to this point. We are looking forward to getting to the exciting synergistic opportunities that will be available as a result of the reorganization.

Dr. Aminmansour expressed appreciation for College of Education support in this process, as well as Subcommittee A Chair Professor Michael Krassa, and Educational Policy Committee members in attendance, Professor Bettina Francis, Professor Phil Geil, and Ms. Natasha Jankowski (EOL Grad Student).

Dr. Aminmansour then opened the floor to questions from the audience.

1. **Danielle Davis, Graduate Student in EOL** - How will this affect my future as a student in the EOL program?

Dr. Anderson: Students admitted to existing programs will not be affected. Looking forward, students who are admitted to the new department will be able to avail themselves of new program and faculty expertise without going outside of their unit.

Dr. Aminmansour: Synergies are expected to enhance existing programs. Reorganization proposals do not affect existing curricula and degree programs. It is possible that proposals for curricular changes may follow a reorganization.

2. **Jennifer Greene, Professor in Educational Psychology** - Could you please give some examples of synergistic ideas that were discussed by the departments, as well as the possible vulnerabilities that might result from the reorganization?

Dr. Anderson: External threats will arise independently of the synergies in a parallel way. Tremendous potential and strength in the policy area across a number of areas. Will contribute significantly to the strategic initiatives.

Dean Kalantzis: Important to address worries, but the synergies was not a result of weaknesses but opportunities to build policy expertise.

3. **Thomas Schwandt, Chair of Educational Psychology** – How does the divisional structure proposed align with the curricular offering/structure?

Dr. Anderson: The divisional structure conversation was intentionally left out because it's ongoing, and currently corresponds roughly with existing curriculums/programs. Our faculty has a history of interdisciplinary work and do not want to be homogenous. Divisions may redefine themselves over time.

Dr. Don Hackmann, Associate Professor, EOL. We have kept the existing divisions but didn't want to include them in the proposal because they didn't want to be locked into a particular divisional structure going forward.

Dr. Aminmansour: The bylaws of the new unit will determine if and how new divisions are created. The Bylaws of the proposed unit will be reviewed by the Senate Educational Policy Committee, with special interest to the promotion and tenure and grievance procedures. However, EPC will not approve or disapprove the proposed bylaws. In fact, the proposed bylaws can be changed by the faculty in the new unit at a later time.

4. **Tony Laing, graduate student in EPS** - Has there been any discussion about assistantships and fellowships in the future and for students who are here?

Dr. Anderson: While the new department theoretically has a reduced capacity to obtain campus /state funded fellowships, it will pursue increased aid through external funding and on-line programs.

Dean Kalantzis: The College is providing two scholarships to ameliorate the impact on graduate student assistantships that may have resulted from the reorganization.

5. **Rick Kubetz, graduate student in EOL** - How will this affect national rankings of existing programs?

Dr. Anderson: A review of peer institutions shows that we'll be one of the strongest units

and we are fully aware of what is needed to improve in this area.

Dean Kalantzis: We already have a communications strategy underway to saturate the peer market once we can announce the new strengths that will result from the reorganization.

With no more questions from the floor, Dr. Aminmansour reiterated that if approved by the Educational Policy Committee on Monday, April 5 or April 12, the proposal will move to the Senate for their April 26 meeting and that this is the last Senate meeting of the semester. He added that the College will receive an implementation letter from the Provost Office when and if the proposal is approved by all pertinent bodies.

Dr. Aminmansour recognized and thanked Natasha Jankowski for her work on the Educational Policy Committee as this is her final year.

Meeting adjourned at 3:49 p.m.

Attendance estimated at 65.

Minutes respectfully submitted by Susan Michaels, Assistant to the Dean



## Appendix A



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### DEPARTMENT OF EDUCATION POLICY, ORGANIZATION AND LEADERSHIP BYLAWS

#### MISSION STATEMENT

The Education Policy, Organization and Leadership Department aims to fulfill the mission of the University of Illinois and the College of Education as an international leader in educational research; dissemination of knowledge and evidence intended to support educational theory, practice, and policy; and preparation of practitioners, policymakers, and leaders for the enhancement of Illinois, the United States, and the world.

The Department is focused on the study and development of educational policy, leadership, and organizational change in multiple local, state, national, and international contexts, including P-12 schooling, higher education, the workplace, and a variety of informal settings where education also takes place (including the family and the community).

#### I. MEMBERSHIP

##### A. Membership in the Department

"The staff of a Department includes persons of all ranks who, on the recommendation of its Head or Head, are appointed or assigned to it" ( Statutes, Article IV, Sec. 1a).

Membership in the Department shall consist of its Faculty; emeriti/emerae professors; lecturers; visiting, clinical, and adjunct faculty; academic professionals and staff; and enrolled students.

All members of the Department shall have a voice at Department meetings, when the full Department meets. However, discussions in Department meetings shall be advisory to the Head. Faculty meetings, when convened, do not include all members of the Department.

##### B. Membership in the Faculty

The voting Faculty shall consist of all tenured and tenure-track staff, and are the governing body of the Department.

Employees of the University who are budgeted at least 25% within the department and carry the title of assistant professor, associate professor, or professor are tenure-line faculty members. Movement across these ranks and the rights and responsibilities which accrue to these tenure-line faculty members are controlled by the Statutes and policies of the University.

### **C. Other Members of the Department**

**Adjunct Faculty.** The title of adjunct faculty member is a designation authorized by the University pertaining to individuals with knowledge, expertise and experience critical to the needs of the department. Adjunct faculty provide important contributions to the department through their experience and ability to relate matters of theory to practice. These faculty do not have voting rights in the Department.

**Lecturers.** Lecturers have a doctoral degree and a full-time appointment in the department, but are not tenure-track. Lecturers may also be designated as "clinical faculty." These faculty do not have voting rights in the Department.

**Clinical Faculty.** Appointment or promotion of clinical faculty depends primarily on professional experience and stature in the practice of education. Clinical faculty have responsibilities that closely parallel activities of tenure-track faculty members, but are not on the tenure track. Clinical faculty may be nominated for promotion in title based on a review of their contributions to the department and governed by the general principles of excellence in scholarship and teaching. These faculty do not have voting rights in the Department.

**Visiting Faculty.** "Visiting" may be used in the title of faculty appointments for individuals being placed on temporary appointments of one year or less. These appointments may be renewed for a period generally not longer than three years. Visiting appointments may or may not require the performance of services to the University and therefore may or may not be salaried. These faculty do not have voting rights in the Department.

**Affiliate Faculty (zero-time appointments).** Faculty in tenure-line appointments in other academic units in the University who have common areas of research and teaching interest may hold a zero-time appointment in the department. This appointment is generally known as a faculty affiliate. University and campus administrators may also have a zero-time appointment in the department. All such appointments are renewable annually in the department. Administrators who seek academic rank designation as assistant, associate or full professor can proceed through the traditional department, college and University review process for purpose of academic designation, although such designation will not carry with it any tenure rights in the department. Statutes, Article IV, Sec. 3b. This status, approved by the Board of Trustees in 1978 and elaborated upon in the personnel policies of the Campus Administrative Manual, is to be used only for those people who otherwise have a position on the campus (thus distinguishing it from the term "adjunct"). According to the Board of Trustees this designation of departmental affiliate does not carry with it any tenure rights in the affiliated department. The appointee will not be entitled to notice of nonrenewal of the appointment. These faculty do not have voting rights in the Department.

**Non-Faculty Members.** Academic Professionals, Civil Service staff, and students are members of the Department, but also do not have voting rights.

### **D. Meetings of the Department and Faculty**

**Department meetings** shall be held at least once each academic year. Minutes shall be recorded by the Department secretary, distributed to the Department members, and maintained in the Departmental office. Recommendations may be discussed at these meetings, but they are advisory to the Faculty.

**Faculty meetings** shall be held at least once each semester at the call of the Head. If one-third of the voting Faculty request a meeting in writing, stating the reason(s), the Head shall call a Faculty meeting within two weeks.

The Head, or his or her designate, shall preside at Department and Faculty meetings.

A majority of the Faculty of the Department not on leave shall constitute a quorum at Faculty meetings. Motions receiving a majority vote of those present and voting during the course of a legally constituted meeting shall be deemed to have passed.

Resolutions which accord with the University Statutes, College and Department By-Laws, and are passed in Faculty meetings shall be binding on the Department.

Minutes of Faculty meetings shall be recorded by the Department secretary, and distributed to all the Department members and preserved in the Departmental office. All resolutions passed at Faculty meetings which have an effect on the operations of the Department shall be separate from the minutes of the Faculty meetings and kept in the Departmental office.

Department and Faculty meetings shall be conducted according to Roberts Rules of Order if and when any member so requests. The Department Parliamentarian shall be responsible for interpreting the rules.

## **II. ORGANIZATION**

### **A. General**

The Department will be organized with a Headship and an Advisory Committee. The Head of the Department will be appointed according to the provisions of the *Statutes*, which also set forth the duties and responsibilities of the office. Pertinent sections of those *Statutes* are quoted below. The selection of the Advisory Committee members is specified in Section II.D.

The Department contains several divisions which provide a disciplinary or thematic home for faculty and have specific responsibilities. A division may be formed (or re-formed) at any time when at least three faculty members request it and the Department's Advisory Committee approves it. Each division shall have an election every two years to select a Coordinator whose role is to call and facilitate division meetings, but who has no other administrative authority.

Each faculty member of the Department shall designate one division as his/her primary academic home, but may also affiliate with other divisions within the Department. Membership and affiliation with a division shall be determined by self-selection of the faculty, subject to the approval of the other members of the division. Proposals for new faculty positions or other appointments usually originate in divisions.

Student recruitment, preparing descriptive material about the division, and answering correspondence requesting information about the division and its programs, are responsibilities of the divisions. Student applications for programs, certificates, specializations, or concentrations are reviewed by the divisions. Finding support or recommending financial aid for students is primarily the responsibility of divisions. Decisions for admission, advisors, and support for new incoming students are forwarded as recommendations to the Department Graduate Programs Committee. Research and teaching assistants funded out of non-university

(personal or grant) funds are reviewed only by the division, and forwarded to the Department for information only. Advising and annual student reviews are the responsibility of divisions.

Any degree program, certificate, specialization, or concentration must reside in a division (or in more than one division, if there is shared responsibility). Divisions may include more than one program. Curricular planning, teaching assignments, and schedules are coordinated by divisions, and then forwarded as information to the Department Graduate Programs Committee. New program proposals must initiate within one or more divisions taking responsibility for them, and are subject to review and approval by the Department and College Graduate Programs Committees.

## **B. Appointment and Responsibilities of the Head**

"The head of a department shall be appointed without specified term by the Board of Trustees on recommendation by the Chancellor and the President after consultation with the dean of the college and all members of the department faculty. The head may, however, be relieved of title and duties as head of the department by the Board of Trustees, on recommendation of the Chancellor and the President in consultation with the dean of the college" (*Statutes*, Article IV, Sec. 3a).

"The head of the department shall have the power to determine such matters as do not affect other departments or properly come under the supervision of larger administrative units" (*Statutes*, Article IV, Sec. 3b).

It shall be the special obligation of the Head to stimulate and foster, by every means possible, high teaching standards and practices and scholarly research activities of all members of the Department: "In the administration of the office, the head shall recognize the individual responsibility of other members of the department for the discharge of the duties committed to them by their appointments and shall allow proper scope to the ability and initiative of all members of the department" (*Statutes*, Article IV, Sec. 3e).

The Head shall provide general direction of the work of the department: "In each Department organized with a head, the head shall have general direction of the work of the Department. The head shall (1) consult with the Departmental advisory committee in regard to Departmental policy; (2) consult with each member of the Department regarding the nature and scope of the work in the charge of that member; (3) call meetings of the Departmental faculty for explanation and discussion of Departmental policies, educational procedure, and research, of which there shall be at least one in each academic year for consideration of Departmental governance and educational policy; (4) be responsible for the organization of the work of the Department, for the quality and efficient progress of that work, for the formulation and execution of Departmental policies, and for the execution of University and college policies insofar as they affect the Department (5) report on the teaching and research of the Department (6) have general supervision of the work of students in the Department; (7) prepare the Departmental budget in consultation with the Departmental advisory committee; and (8) be responsible for the distribution and expenditure of Departmental funds and for the care of Departmental property" (*Statutes*, Article IV, Section 3d).

In addition to these general duties, the Head shall be responsible for: the execution of Departmental policies as prescribed in these By-Laws and in the University Statutes; the exercise of powers delegated to him/her by the Advisory Committee or the Faculty; the final decision on the appointment of graduate assistants recommended by the Graduate Programs

Committee; the submission of recommendations to the Advisory Committee and, after receiving its advice, to the Dean for visiting or adjunct appointments to the staff; the assignment of teaching and other duties within the Department in accordance with Departmental policies and with the advice of the Advisory Committee; the representation of the Department in negotiations with other Departments, and with institutes, schools, and colleges, and with administrative officers of the University; the appointment of such Departmental committees as may be deemed necessary or desirable (unless the committee membership is designated by the Faculty for a Faculty-created committee), with the advice of the Advisory Committee; submission to the Faculty of such reports and information as may be necessary to keep the Faculty fully informed concerning the activities, plans, and progress of the Department; transmission, as appropriate, to the Advisory Committee, to the Dean, or to other University officers, of all communications received from members of the Faculty.

The Head shall also call and preside at meetings of the Department and the Faculty. The Head has a vote only in order to break a tie.

The Head will determine the yearly teaching load and non-teaching assignments for each faculty member consistent with his/her percentage FTE appointment in the Department. The normal faculty load is as follows:

Instruction—approximately 40% load. Each semester, each faculty member will teach two courses. Faculty are also expected to perform indirect teaching activities such as supervision of thesis research and independent studies, advising students, and supervision of TA's.

Research and Writing—approximately 40% of load.

Service—approximately 20% of load includes: service to the Department, College, and Campus through committees and special assignments; public service activities to businesses, schools, and educational agencies; international programs, community service and relations; and service to professional organizations.

Any departure from the normal department load, including buy-out of courses for research, must be negotiated with the Head. If any aspect of a faculty member's load fails to develop or a faculty member fails to fulfill his/her obligations with respect to load, the Head may reassign the faculty member to other activities. Such individualized allocations of responsibility should be subject to review by the Advisory Committee.

The Head may appoint faculty members to serve in administrative or coordinating positions within the Department. The Head shall have the power to appoint, with the advice of the Advisory Committee, the Department's secretaries and secretarial assistants, and the Parliamentarian.

The performance of the Head shall be evaluated at least once every five years by the Advisory Committee (Statutes IV.4.a). As one component of this evaluation, views shall be solicited from the entire department faculty. In addition, annual feedback on the performance of the head will be provided by the entire faculty through the Advisory Committee in conjunction with the annual reviews of the faculty.

In case of the sudden resignation or incapacitation of the Head, the Advisory Committee shall recommend to the Dean the appointment of a temporary Head to serve until such time as a

replacement can be appointed through standard University appointment procedures. In the event of a leave of absence or a sabbatical of one semester or longer, the Advisory Committee of the Department will recommend to the Dean an Acting Head. In the shorter periods of absence, the Head will designate his own temporary replacement, upon the approval of the Dean.

### **C. Associate Head**

The Department will have an Associate Head who will work with the Head to manage the activities of the department. The Associate Head is nominated by the Advisory Committee through consultation with the Head and is subject to approval by a vote of the Faculty.

### **D. Advisory Committee**

The Advisory Committee is an essential part of the operations of shared governance at the departmental level. While final decisions reside with the Head over most departmental management issues, the faculty have the right to expect that information and decisions will be shared to the widest extent possible with the Advisory Committee and that these will be discussed in full consideration of the respective responsibilities of the Head and of the Advisory Committee as representatives of the Faculty. In academic matters in particular deference should be given to the judgments of faculty and their review processes; but where these decisions also have budgetary, staffing, or other management considerations, the Head has a shared role as well.

**Composition.** "In each Department organized with a Head, there shall be an Advisory Committee elected annually by and from the Faculty of the Department by secret written ballot. The Department faculty may choose to elect members of the advisory committee for staggered two-or three-year terms. In a Department which has a faculty of not more than five members, the advisory committee shall consist of the entire faculty. In all other cases, the size of the advisory committee shall be determined by the faculty of the Department. The functions of the committee shall be to provide for the orderly voicing of suggestions for the good of the Department, to recommend procedures and committees that will encourage faculty participation in formulating policy, and to perform such other tasks as may be assigned to it. Any faculty member shall be entitled to a conference with the committee or with any member of it on any matter properly within the purview of the committee. If the advisory committee is in session to evaluate the head's performance, the head shall not be a member, and the committee shall be chaired by a committee member elected by the committee for that purpose" (Statutes, Article IV, Section 3f).

The Advisory Committee shall consist of seven members elected from the Faculty and the Head and Associate Head as nonvoting ex-officio members. Membership of the Advisory Committee shall be limited to no more than two consecutive terms of two years each. In some cases, to stagger membership, or to replace a member who is no longer present or able to serve, a term may consist of less than two years.

Election to the Advisory Committee shall be by a vote of the department, using a secret ballot, as early as possible in the academic year (and no later than the end of August). The first week of classes in each fall semester the Head will issue a ballot, including all eligible Faculty who have not requested that their names be deleted, to all members of the Faculty. Each Faculty member may cast a vote for up to the maximum number of open positions. The candidates who receive a plurality of votes shall be elected. In case of a tie, there shall be a run-off election.

Members of the Advisory Committee shall elect their own Chair, who will prepare the agenda in consultation with the Head and preside over the meetings.

When a vacancy in the Advisory Committee occurs during the two-year term, nominations and a vote by secret ballot will be held at the next scheduled faculty meeting to replace the interim member. The replacement member's term will expire with the end of the regular two-year term of the other members.

Advisory Committee meetings will be held at least twice a semester and as needed or requested by the Head or any committee member. Additional meetings may be called by the Advisory Committee Chair on his/her own initiative, at the request of the head, or at the request of two Advisory Committee members. The Advisory Committee has the right to meet without the Head and without the consultation of the Head, to discuss departmental affairs, but no official action may be taken at such meeting. Any faculty member shall be entitled to a conference with the committee or with any member of it on any matter properly within the purview of the committee.

Minutes of the Advisory Committee meetings shall be recorded and preserved by the Departmental Secretary. The Department Head will communicate Advisory Committee meeting decisions and discussions to the Department membership as appropriate.

**Functions.** It is the function of the Advisory Committee to provide for the orderly voicing of suggestions for the good of the department, to recommend procedures and committees that will encourage faculty participation in formulating policy, provide faculty oversight to the departmental budget, and to perform such other tasks as may be assigned to it. Duties of the Advisory Committee are specified in *Statutes*, Article IV, Sec. 3b, 3d, and 3f.

Decisions of the Advisory Committee shall require a majority vote of the elected members. The Advisory Committee shall have the power to determine its operating rules, except as specified in the University Statutes and the By-Laws.

The Head shall consult with the Advisory Committee prior to the preparation of the budget. This will include: (a) general policy on preliminary budget requests, and (b) general policy on allocating funds among the major budget categories. Upon obtaining the Advisory Committee's feedback regarding the departmental budget, the Head will present the proposed budget to the entire faculty, at a regularly designated faculty meeting, for their information and input.

The Advisory Committee and the Head shall annually evaluate Department members for the purpose of recommending salary increases to the Dean. The criteria and procedure shall be explained to the Department prior to each annual evaluation. Individual results of this evaluation shall be transmitted by the Head to each Department member prior to transmittal to the Dean. Members shall have the right to appeal this evaluation to the Head, in writing, within one week of receiving notification of the results.

All non-tenure track faculty appointments and "zero-time" tenure track appointments should be recommended by the divisions and must be approved by two-thirds of the Advisory Committee. All funded tenure track appointments in the Department must be approved by two-thirds of the Faculty. The ballots shall be counted and kept confidential by the Advisory Committee and only the yes or no decision shall be communicated to the Faculty.



All Department staffing assignments that differ from the typical load described above must be reviewed by the Advisory Committee. Correspondingly all recommendations for reassignment of Faculty time outside the Department (which may include such things as sabbatical leaves, special assignments in the College, the University, and governmental agencies) shall take into consideration:

1. the programmatic needs of the Department;
2. the interest of the faculty member;
3. the interest of present and prospective students;
4. the general needs of the Department as a whole; and
5. previous reassignments of time.

#### **E. Other Departmental Committees**

**Graduate Programs Committee.** This committee is composed of one member nominated by each of the divisions and is chaired by the Director of Graduate Programs.

The Director of Graduate Programs is nominated by the Head in consultation with the Advisory Committee and is subject to approval by a vote of the Faculty.

The Graduate Programs Committee has several areas of responsibility. It serves as an admissions committee, reviewing the recommendations for admission and financial support for new applicants that come from the divisions, looking at these in the context of the overall composition and resources of the department. It recommends to the Head the nomination and assignment of graduate research and teaching assistants funded by the Department and the nomination of Department students for fellowships and tuition and fee waivers. The Head will then take these appointments to the Advisory Committee for advice.

The Graduate Programs Committee also looks at teaching assignments and schedules across the Department to ensure an overall balance in the scheduling and availability of courses. Where some courses may be required for various degrees inside or outside the department, it ensures that these courses are taught at convenient and (whenever possible) non-overlapping schedules.

Proposals for new programs or concentrations, or changes to existing programs, will be reviewed by the departmental Graduate Programs Committee before they are sent forward to the College Graduate Programs Committee.

**Distance Learning Committee.** This committee has no formal authority or approval rights as such; it is a coordinating committee that brings together the faculty coordinators and staff coordinators of each distance learning (online and off-campus) program to discuss issues of common concern and to explore areas of potential synergy and cooperation. Any recommendations from this committee would go to the Graduate Programs Committee for review and approval.

**Grievance Committee.** The Head and the Advisory Committee shall serve as the departmental Grievance Committee. Duties of the Grievance Committee shall be to address complaints and queries from members of the department concerning actions and policies of the department, its officers, committees, or faculty.

If a grievance is brought against the Head, she/he will not attend that portion of the meeting in which it is heard. In such cases, the chair of the Advisory Committee will preside. In case of a grievance against the Head, the Grievance Committee will bring its recommendations to the Dean of the College. Similarly, if a grievance is brought against another committee member, that committee member will not attend that portion of the meeting.

It is the responsibility of all aggrieved parties to pursue normal channels of resolution to potential grievances before filing a formal grievance. In the event that informal resolution is not possible, the formal grievance should be explicitly stated in writing and presented to the Committee, including the facts relating to the matter and the resolution sought by the grievant. The Committee will inform, in writing, the individual(s) against whom the grievance is made of the matter under dispute, including the identity of the grievant. The respondent(s) will then be given the opportunity to reply in writing to the written grievance, followed by a written reply to the respondent's rejoinder from the grievant. The Committee will convene to address the grievance and to solicit whatever information it deems appropriate to consider; all deliberations of the Committee will be kept in strictest confidence. The findings of the Committee will be communicated in writing to the grievant and to the respondent(s), including any further avenue of appeal of the Committee's findings. All grievance investigations will function in a timely manner, specifying reasonable time frames for each step in the process, and a known point at which the process shall be considered complete.

Any student may informally pursue or formally file a grievance when s/he believes that a decision or behavior adversely affects his/her status as a student and is contrary to the policies of the College of Education and the Graduate College (See *Bylaws*, Article XI, Section E.). This policy does not apply in cases of academic misconduct such as breaches of academic integrity in research and publication that are handled under campus's *Policy and Procedures on Academic Integrity in Research and Publication* or to cases that arise under the *Code of Policies and Regulations Applying to All Students*, such as capricious grading in a course or academic integrity.

**Capricious Grading Committee.** An elected Capricious Grading Committee will be composed of three Faculty and one teaching assistant and will act in accordance to the regulations set forth in the Code on Campus Affairs and Regulations Applying to All Students. The first year they will choose lots to determine one, two, and three year terms respectively. Each succeeding year one new member will be elected to the Committee. Each member will act as Head during the final year of his/her term. The teaching assistant will be elected for a one year term by the graduate students in the Department. The elections will take place at the beginning of each Fall semester.

**Awards Committee.** In consultation with the program coordinators, the Awards Committee shall be charged with the responsibility of developing recommendations for nominations of individuals for student, faculty, and staff awards, seeking departmental approval, and shepherding their nominations through the nominations process. In fulfilling this responsibility, awards committee members may call upon other faculty members to provide appropriate supporting documentation and recommendation letters. The awards committee is responsible for notifying the departmental faculty in a timely fashion of upcoming awards, including submissions deadlines.

Membership in the Awards Committee shall be determined annually. Membership shall consist of three members of the department who are elected by the departmental faculty, as well as two members who are appointed by the Head. In making appointments to the Awards Committee, the Head shall take into consideration adequate representation of faculty and

students across the department's divisions. In addition, the Head will appoint two students to this committee, who will participate in recommendations for faculty awards. Members of the Awards Committee shall elect their own chair and shall select a member who will serve as the departmental representative to the College and student awards committees.

**Promotion and Tenure Committee.** Seven members of the Department from the ranks of tenured Associate and Full Professors shall be chosen to form a Promotion and Tenure Committee and shall perform the duties outlined under Section III below. Four of these members are elected from a slate of all eligible members by a vote of the full Faculty; those elected will serve three years in a staggered sequence to ensure some continuity as well as turnover. In order to ensure an appropriate blend with respect to disciplinary background, faculty rank, diversity, or other factors, three additional members will be appointed by the Department Head annually; any of them may be reappointed at the discretion of the Head.

### **III. PROMOTION, TENURE, AND ANNUAL REVIEWS**

**Promotion and Tenure.** The Head, in consultation with the departmental Promotion and Tenure Committee, appoints a chair for each candidate's dossier preparation committee. The Head and chair identify two other members to serve on the dossier preparation committee. The chair and committee members are selected with an understanding of the nature of research being conducted by the candidate and the expectations of his or her discipline (for example, fields that emphasize journal articles over books, or vice versa). The dossier preparation committee is charged with the following tasks:

1. Assisting the candidate in preparing the promotion papers moving from assistant to associate professor or from associate to full professor in compliance with the guidelines set forth in Provost's Communication #9.
2. Assisting the candidate in developing research and teaching statements.
3. Writing the evaluations of teaching, research, and service, or identifying others having special expertise to do so.
4. Ensuring that the preparation process stays on schedule according to the published College timeline.

Based on a review of the dossier, including the external letters of review, and internal reviews, the departmental Promotion and Tenure Committee will evaluate and vote by secret ballot on each candidate's case for promotion and/or tenure. The deliberations of the Committee shall be deemed strictly confidential. Only members present for the deliberations may vote. This vote is advisory to the Head.

Based on a review of the dossier, including the external letters of review, internal reviews, and the Departmental vote, the Department Head makes a final recommendation to the Dean for promotion with indefinite tenure or notification of non-reappointment. Should a decision be made by the Department Head to recommend that a notice of non-reappointment be made, Provost Communication #10 outlines the appeal process.

**Third-Year Review.** Tenure-track assistant professors will receive a Third-Year review as part of the typical review process towards promotion and tenure in accordance with Provost's Communication #13. The Head, in consultation with the departmental Promotion and Tenure Committee, appoints a chair of the Third-Year Review Committee. The Head and chair identify

two other members to serve on the dossier preparation committee. The chair and committee members are selected with an understanding of the nature of research being conducted by the candidate and the expectations of his or her discipline (for example, fields that emphasize journal articles over books, or vice versa). The Third-Year Review Committee is charged with the following tasks:

1. Assisting the candidate in preparing the third-year papers using the dossier guidelines set forth in Provost's Communication #9.
2. Assisting the candidate in developing research and teaching statements.
3. Writing the evaluations of teaching, research, and service, or identifying others having special expertise to do so.
4. Ensuring that the preparation process stays on schedule according to the published College timeline.

Based on the external letters of review, internal reviews and review of the dossier, the Department Head makes a recommendation to the Dean that the probationary period continues or that a notice of non-reappointment be issued. Faculty members are notified of the outcome of the review in writing. Should the Head recommend that a notice of non-reappointment be made, Provost Communication #10 outlines the appeal process to be followed.

**Annual Faculty Review.** The Head and departmental Advisory Committee will conduct an annual review of the teaching, research, and service performance of each member of the faculty who is tenured or receiving probationary credit toward tenure. The faculty member's annual report serves as the evidentiary basis for this review. This process is designed to provide annual feedback to help ensure success at the third- and sixth-year reviews for probationary faculty. It also provides feedback on progress towards promotion for associate professors. Salary increase recommendations to the Dean for all faculty are based on the annual review; faculty who do not submit annual review reports will not be considered for salary increases.

Faculty members will be notified in writing of the results of the annual review and the recommendation made to the Dean for a salary increase. Within a reasonable period of time, as specified in departmental policy, faculty members may offer to the Head and the Advisory Committee additional documentation to support a request for a reconsideration of the review evaluation or the salary recommendation made to the Dean.

#### **IV. REVISION OF BY-LAWS**

Any three voting members of the Department may propose a modification of these by-laws. The proposed modification will be considered by the Advisory Committee prior to its consideration by the Faculty and submitted to the Faculty at least two weeks prior to any meeting for discussion and vote. The adoption of any proposed modification shall require approval by two-thirds of the total voting membership of the Department Faculty.

These by-laws shall be reviewed and possible revisions suggested at least every five years.