

Iowa State University
College of Liberal Arts and Sciences

DEPARTMENT OF WORLD LANGUAGES AND CULTURES

Governance Document

- **Constitution** (Revisions approved by WLC Faculty Vote 10/2/15)
- **By-Laws** (Revisions approved by WLC Faculty Vote 10/2/15 approved by faculty cmg)
- **Appendix: Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure**

Adopted by the Faculty of the Department of World Languages and Cultures

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CONSTITUTION

Article I. Preamble

- A. This constitution has been formulated with the intent that it, as well as its By-Laws and Appendix (**Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure**) be in compliance with and subject to all College and University policies as stated in the Faculty Handbook (latest edition) and other official University, College, and Departmental documents; should conflict arise, University and College policies take precedence over those in this document. The constitution and By-Laws will be made publically available through a URL link on the Departmental website (listed under documents). The **Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure** serve as an appendix to the Department of World Languages and Cultures Governance Document (Constitution and By-Laws) and as such it is binding as part of the Governance Document.

Note: This Governance Document and the appendix (**Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure**) were revised and approved by the eligible voting faculty in the departments of Anthropology and World Languages and Cultures on (INSERT DATES APPROVED) to reflect the departmental merger of Anthropology and World Languages and Cultures (effective July 1, 2016). The merged departments, and references to faculty members in the respective departments, are now included under the designation “Department of World Languages and Cultures” or “WLC”.

- B. In this document, the terms Chair, Dean, Department, and Faculty, will mean, respectively, the Department Chair, the Dean of the College of Liberal Arts and Sciences, the Department of World Languages and Cultures, and all persons who have tenured, tenure-track, adjunct, lecturer, or senior lecturer appointments in the Department. The term, tenure stream, refers to all Faculty who have or who are eligible for tenured status (i.e., tenured and tenure-track faculty combined). The term “section” or “department section” refers to faculty within a language section and/or faculty with appointments within a disciplinary program, e.g., Anthropology faculty.
- C. Departmental Responsibility Statement

The Department of World Languages and Cultures is the central resource at Iowa State University for the teaching, research, and study of cultures and languages from humanistic, social scientific, professional, and scientific perspectives. The department’s faculty – grounded broadly in humanistic scholarship, ethnographic and linguistic inquiry, quantitative and evolutionary analysis, cultural and visual studies, classics and classical archaeology, and anthropological archaeology – contributes relevant scholarship in research and teaching in these areas. The department shares knowledge through excellence and innovation in learner-centered undergraduate teaching, and through outreach to individuals, institutions, and organizations in Iowa and beyond. WLC faculty contribute to graduate education through the Master’s degree in Anthropology, the graduate certificate in Forensics, and by contributing their expertise and service on M.A. and Ph.D. Program of Study (POS) committees, by instructing courses that lead to a graduate minor in a world language, and by co-teaching interdisciplinary graduate courses. WLC applies knowledge through its teaching mission and its advocacy of communication and language education. The department provides leadership for the university’s world-wide research, educational, and outreach mission to educate Global Citizens who are competent working in a range of cultural contexts by facilitating

communication, understanding, and diversity. In order to serve students and to facilitate scholarship, the department collaborates across the university to integrate its offerings with those of other disciplines, programs, departments, and colleges, including WLC leadership of study abroad programs and the department's Languages and Cultures for Professions (LCP) program. WLC provides the administrative home for, and WLC faculty have leadership roles in, multiple Cross-Disciplinary Studies (CDS) programs, including American Indian Studies, Classical Studies, International Studies, and U.S. Latino/a Studies. WLC also works closely with the Linguistics Program and the Educator Preparation Program.

Article II. Membership

- A. Departmental members are all full and part-time Faculty members.
- B. Responsibilities of Faculty include carrying out teaching assignments and related duties, engaging in research and related scholarly activities, and performing service to the Department, College, and University.
- C. Voting
 - 1. Voting members of the Department are all tenure-stream Faculty and senior lecturers with at least a half-time budgeted appointment in the Department.
 - a. Senior lecturers may participate in discussions and vote on all departmental matters except those regarding personnel issues. Personnel issues include, but are not limited to, composition and duties of the FEC, governance document changes related to the FEC or tenure-stream faculty duties, and issues of hiring, and promotion and tenure of tenure-stream faculty. Senior lecturers may serve on departmental, college, or university committees. Membership and voting rights are maintained until the effective date of resignation or termination of appointment.
 - 2. Non-tenure eligible and non-voting faculty members of the department are defined as follows:
 - a. Visiting Faculty;
 - b. Lecturers have non-tenure appointments. Lecturer appointments are full-time or part-time renewable term positions with these possible titles: Lecturer and Senior Lecturer (with voting rights for Senior Lecturers as per C.I.a above). Lecturer appointments will range from one to three years for each term of appointment, requiring a notice of one year of intent not to renew, except when the appointment is for a year or less. Senior Lecturer appointments will not exceed five years for each term of appointment. A lecturer or senior lecturer may have a terminal degree in their field or a master's degree as a minimum. They will likely function as faculty with significant teaching.
 - c. Adjunct Faculty have non-tenure-eligible appointments. Adjunct appointments are full-time or part-time renewable term positions with these possible titles: adjunct professor, adjunct associate professor, and adjunct assistant professor. Adjunct appointments will not exceed five years for each term appointment, requiring a notice of one year of intent not to renew, except when the appointment is for a year or less. An adjunct faculty member should have a terminal degree in their field. Adjunct faculty will be hired through established

university search processes and in accordance with the hiring procedures for NTE faculty in the department.

- d. Professional and Scientific employees with non-tenure-eligible appointments. Employees on P&S status in the university may be appointed to renewable, term non-tenure-eligible appointments, of from one to five years, to carry out faculty duties in the department. Individuals holding a full or part-time P&S position may have no more than 30% of their total work responsibilities assigned as teaching. When the faculty work undertaken is similar to that of the department's lecturers, the title of lecturer (or Senior lecturer) is appropriate. This title will be given only to employees with an advanced degree in an appropriate field. The title can be given for terms not to exceed five years when a department foresees a continuing need for the P&S employee's service in faculty roles. There is no required notice of intent not to renew for the non-tenure-eligible titles given to P&S employees. Termination of the P&S appointment will also mean the termination of the non-tenure-eligible appointment.

Note on participation of lecturers, adjuncts, and Professional and Scientific employees in departmental discussions: Lecturers, adjuncts and professional and scientific employees may participate in all departmental discussions (except those related to personnel). They may participate on a voluntary basis in departmental discussions on issues in which they have interest or expertise, and participate where appropriate in the deliberations of their relevant sections on similar issues. Sections individually may decide to grant voting privileges, either to individuals or to a representative number of such individuals, in section discussions (except on issues of personnel). The views of lecturers and adjuncts may always be submitted for consideration or discussion on any issue on an individual basis, orally or in writing, to the Chair or to any other Faculty member or Faculty group.

- e. Collaborators, affiliates, teaching and research assistants, and other special appointments not specifically described here.
3. A quorum (i.e., a majority of the voting membership) must be present in order for a vote to be binding. Faculty on leave are not counted in constituting the quorum. A mail ballot automatically constitutes a quorum.
 4. A tally of votes cast is recorded in the minutes.

D. Meetings

1. The Chair calls and chairs Departmental meetings, except those meetings called by the Department Chair Review committee that are concerned with a review of the Chair or nominations for a new Chair. (See Article III.C.) Section or committee meetings may be called by Faculty. Faculty business meetings are held at least once a month. Special meetings may be called for lectures, informative discussions, or other purposes.
2. A parliamentarian may be appointed to guide procedures when discussions become complex.

E. Grievance Procedures

The department follows the grievance procedures stipulated in the *Faculty Handbook* and other official University documents. Procedures involving students will be consistent with those described in the student *Information Handbook* under Section 9 "Faculty Grievance Procedures". See Faculty Handbook 5.1.1.5.1 with regard to Procedures (Mediation Guidelines) to Handle Disagreements Related to the Position Responsibility Statement (for tenure-eligible/tenured faculty only).

Article III. Department Chair, Associate Chairs, and Director of Graduate Education

A. Department Chair

The Chair has obligations both to the Faculty and to the Administration. Obligations to the Administration are discussed in the *Faculty Handbook*.

Within the Department, the Chair exercises an overall leadership role. The foremost responsibilities of the Chair are evaluation of Faculty, assignment of responsibilities to the Faculty, hiring new Faculty, and recommending promotion and tenure. The Chair acts in a fair and consistent manner, seeks and receives careful counsel from the Faculty on administrative and budgetary matters, and endeavors to advance the Department toward the goals the Department sets. The Chair is aware of the needs of the Department and of the specific interests of the individual members of the Faculty, and takes these factors into account when making decisions.

The leadership role of the Chair is extensive and includes:

1. Representing the Department to the administration, to other units in the University, and to organizations outside the University.
2. Seeking opportunities for Faculty development and Department programmatic development.
3. Assuring that the Department sets goals and regularly evaluates its progress toward meeting them.
4. Keeping the Department informed of administrative decisions and other items of importance to the Department or to individual Faculty members
5. The Chair is the custodian of all Departmental records (see Article VII).

B. Review and Nomination Procedures for Chair

Internal Review (WLC)

If the appointment of the Department Chair is three years or less and no renewal is sought, there will be no internal review of the Chair. If the Chair is appointed for longer than three years, an internal review will take place in the Spring of the third year of the appointment, in order to help the Chair during the remainder of his or her term. If the appointment of the Chair is for more than five years, an internal review will also take place in the Spring of the fifth year of the Chair's term. Internal reviews of the Department Chair should be included on the FEC's review rotation spreadsheet. External reviews requested by the LAS Dean will be conducted in place of any mandated internal WLC review, should they be scheduled to occur in the same year.

When an internal review of the Chair is to be undertaken, the FEC chair will inform the Department Chair and the Committee on Committees and the latter will conduct an election for the ad hoc Department Chair Review Committee. The Chair Review Committee will be elected by the voting faculty (those eligible to vote on personnel decisions) from the tenured faculty who are not currently members of the FEC and will include three members, at least one of whom holds the rank of full professor and one at

the rank of associate professor. The Chair Review Committee will elect a Chair from its members.

The Department Chair Review Committee will circulate a performance evaluation questionnaire to all members of the faculty, to be discussed by the entire faculty, and subsequently approved by the voting faculty before each review is undertaken. The information will be solicited from the entire faculty, collected, and communicated to the Department Chair by the Chair of the Department Chair Review Committee. In addition to the Department Chair, the results will be distributed to all faculty of the Department. Early in the process, the Review Committee Chair will inform the LAS Dean that an internal review is taking place and will provide the results to the Dean upon request.

External Review by LAS Dean

The Dean will establish procedures for review/renewal of a Chair, and for Departmental input to that process; Faculty members communicate their individual views to the Dean, should they desire to do so, in accordance with procedures established by the Dean.

The Department will also make a group recommendation to the Dean when a review of the Chair is called for, or when a new Chair is being sought. The procedures by which review of, or nominations for, the Chair will be made to the Dean by the Department as a whole will be as given in the By-Laws.

C. Associate Chair(s)

Associate Chairs may be appointed by the Chair. Such persons will be tenured faculty members of the Department and will carry out duties delegated by the Chair as needed. These duties will never involve budget decisions. The primary responsibilities of the Associate Chair(s) are oversight and administration of course offerings and teaching assignments, and other duties as negotiated with the chair. The duties may also include annual evaluations of NTE faculty which will be based on the annual reviews of NTE faculty submitted by the tenure-stream faculty in the relevant section or submitted by the FEC. Annual evaluations conducted by the Associate Chair(s) will be advisory to the Chair who reviews, and is responsible for, all faculty evaluations. The term will be negotiated with the Department Chair, but will not exceed the Chair's own term. The scope of the Associate Chair's duties and subsequent changes will be made known to the faculty at business meetings of the Department and recorded in the minutes.

D. Director of Graduate Education

The DOGE must be a tenured faculty member in the Anthropology section and will be appointed by the department chair in consultations with the Anthropology faculty. The primary responsibilities of the DOGE include managing applications of prospective students, coordinating the graduate program in Anthropology (e.g., assistantships), and serving as the signatory on various documents required for graduate education.

Article IV. Standing Departmental Committees

All committees are advisory to the Department and the Chair; they report to the Chair and to the Department as a whole on a regular basis, taking care to ensure that those Faculty members or sections especially concerned with a given issue be kept continuously informed of their progress. Standing committees (with the exception of the Executive Committee which is chaired by the Department Chair) submit minutes to the Department Chair and provide oral updates to the faculty at Departmental Business Meetings.

A. Standing Committees

Standing Departmental committees are: Committee on Committees, Curriculum Committee, Executive Committee, Faculty Evaluation Committee, Instructional Technology Committee, and Scholarship Committee.

- B. Ad-Hoc Committees, except for the Department Chair Review Committee (the establishment of which is described in the By-Laws) are normally appointed by the Chair. The Department may establish other procedures appropriate to any given case by vote at a regular Departmental business meeting.

Article V. Appointments, Promotion, and Tenure

A. Appointments

The Chair consults with the Faculty before making staffing recommendations to the Dean. Search procedures are as detailed in the By-Laws.

B. Mentoring

The Department, LAS College, and the university recognize the importance of supporting faculty through formal and informal mentoring. Faculty support is anchored in the assignment of a mentor to each incoming tenure-eligible faculty member. The Department Chair formally recommends the mentor, in consultation with the new faculty member and reports this to the Office of the Senior Vice President and Provost. If more than one mentor is assigned to faculty member, the chair will designate a "lead mentor" to facilitate communication. This mentor and the new faculty member will continue their relationship through the faculty member's pre-tenure years, with the focus on ensuring a successful probationary (preliminary) review as well as ongoing support through the promotion and tenure process. Although the Department Chair may not serve as the designated mentor, the Chair works with the faculty member to ensure that s/he has the resources to succeed and receives the appropriate feedback on performance. The LAS College and university support new faculty through orientation, workshops, informal peer mentoring, and programs coordinated by the Center for Excellence in Learning and Teaching (CELT).

C. Promotion and Tenure

Procedures for reviewing Faculty for promotion or tenure are consistent with those described in the *Faculty Handbook* (latest edition). The preliminary screening committee for all such reviews in the Department will be the appropriate Faculty Evaluation Committee as described in the Department's Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure. This FEC's written evaluation will be made available to the appropriate Faculty Screening Committee. Departmental norms, guidelines, and procedures are described in the Department's Promotion and Tenure Review Document.

Article VI. Faculty Evaluation

Evaluations of tenure-track, tenured, and adjunct faculty are carried out annually either by the Faculty Evaluation Committee or the Department Chair according to faculty rank and the rotation schedule (see By-Law III.B.2).

Sections or other designated bodies (if there are too few members of a section to carry out such evaluations) conduct evaluations of lecturers and senior lecturers, including classroom visits. The reports of the sections or designated bodies, with the lecturer's evaluation materials, will be forwarded to the Chair (see By-Law III.B.1.b.2).

See also: WLC Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure.

Article VII. Departmental Records

Departmental Records consist of confidential records, non-confidential records, and other records that may be available upon petition. In all matters, the question of access or confidentiality is subject to the provisions of the Iowa Code. The Chair is custodian of all such records.

A. Non-Confidential Records

One copy of all such records will be kept in a place accessible to any member of the Department, and one copy will be kept in a secure place determined by the Chair.

1. Minutes of all Departmental business meetings, and records of all formal Departmental gatherings.
2. Minutes of standing and ad-hoc committees.
3. Budget information. As per Faculty Handbook section 2.6.3, "The budget of each academic department is to be made available for inspection by the faculty of that department. It should include the department's budgetary resources and expenditures by categories, as well as funds received and expended in the preceding year and projected for the current year." The Department Chair will provide regular updates on the budget (including annual budget requests submitted to the College) at Departmental Business Meetings.
4. Enrollment information.
5. This Governance Document, the Departmental Handbook, and all other official Departmental procedure documents, such as the Promotion and Tenure Review Document.
6. Official University documents related to Faculty life, such as the *Faculty Handbook*, The Basic Documents of the College of Liberal Arts and Sciences, the *Graduate Faculty Handbook*, the *ISU Office Procedures Guide*, and similar materials.
7. Curricula Vitae of all Faculty (which may, for example, be stored on a computer device outside the personnel file).
8. Course syllabi for all WLC courses.

B. Confidential Records

Departmental records also include confidential information needed for the operation of the Department. These records are open only to the Chair, to the subject of the personnel file, or to any appropriate individual or body designated by the subject of the personnel file. These records are kept in a secure place determined by the Chair.

1. Access to faculty grade lists for all courses (i.e., electronic spreadsheets for midterm or final grades). Faculty who will be in non-salaried status (e.g., due to resignation, retirement) or on leave (e.g., leave without pay, or FPDA) during the following semester should submit their grade book (electronic or print) to the Department Chair at the conclusion of the semester and prior to their departure.
2. Other information kept in the Faculty member's personnel file.

3. Any other information related to personnel that may be assembled by the Chair, by a Departmental committee, or which is submitted to the Department by others.

C. Other Records

Any other records maintained by the Department that are not specifically confidential or non-confidential may be requested from the Chair.

Article VIII. Adoption of the Constitution

The adoption of each article of this constitution, or of the constitution as a whole, requires a 2/3 majority vote of all those voting. All votes are conducted by secret mail ballot.

See article II.C.I.a (above) regarding voting members of the faculty for votes on the governance document and personnel issues.

Article IX. Amendments

Amendments to this Constitution or its By-Laws must be submitted in writing to all members of the Department at least one week in advance of consideration, and must be listed on the agenda of the Departmental business meeting. Amendments require a 2/3 majority of those voting in order to be adopted. All votes are conducted by secret mail ballot.

See article II.C.I.a (above) regarding voting members of the faculty for votes on the governance document and personnel issues.

BY - LAWS

I. Membership

A. Voting.

Faculty on leave are full voting members, and have the right to request and receive Departmental information from the Chair. Faculty on leave will be sent ballots on renewal or nomination of the Chair.

All elections require a majority of those voting unless another means of determining the election is specifically indicated in these By-Laws or is approved by vote of the Faculty. Proxy votes, in accordance with Robert's Rules of Order, are not permitted. Absentee voting is permitted only on mail ballots. For the purposes of this document, paper ballots distributed in Faculty's university mailbox, with or without sealed envelopes, and/or email ballots, will constitute a mail ballot.

B. Meetings

Any Faculty member may submit in advance an item for the agenda at least two days prior to the meeting. The agenda is distributed at least one full day prior to the meeting. On questions of procedure and conduct, except as otherwise specified in this document, Robert's Rules of Order (latest edition) will be followed.

Minutes are taken at all Faculty and open committee meetings, and made available to all members of the Department, except that minutes of meetings relating to personnel are kept by the Chair. One set of minutes is placed in the permanent Departmental records. Minutes will include the names of members, guests, or others present, and a summary of discussion where relevant, as well as a record of official actions taken.

II. Department Chair

A. Acting Chair

The Chair recommends to the Dean a member of the department to be acting Chair in the event of his/her extended absence and notifies the department in a timely manner. In case of emergency the Associate Chair convenes the faculty to recommend an Acting Chair to the Dean.

B. Review and Replacement of Chair

1. Reviews for renewal or replacement of the Chair are conducted by the Dean; the Department makes a group recommendation to the Dean as described below under By-Law III.B.2.

III. Standing Departmental Committees

Standing committees are considered either Program & Policy Committees or Personnel Committees. Members are nominated by the Committee on Committees or appointed by the Chair according to selection procedures outlined below. All committee members are selected for two years except as otherwise indicated. One-half of a committee's members are replaced every year. Members may serve no more than two consecutive terms.

A. Program and Policy Committees

1. **Executive Committee**

The Executive Committee is composed of five faculty members (two tenured faculty, two tenure-track faculty, and one lecturer), representing as broadly as possible the programmatic constituencies of the department. Committee members are appointed by the Chair. Committee members serve two-year terms with the possibility of renewal for one additional term.

The Executive Committee will serve as advisor to the Chair and to the faculty on questions of policy and implementation. The Executive Committee will review the department strategic plan annually and submit recommended revisions to the Faculty for approval. The Executive Committee will draft revisions of the departmental governance documents as needed and present them for Faculty discussion and approval. Any members of the Executive Committee who are not tenure-eligible faculty must excuse (recuse) themselves from discussions of personnel issues.

The Chair normally presides over Executive Committee meetings. However, members of the Executive Committee other than the Chair elect a Faculty Chair to preside over meetings when the Chair is absent and for matters in which the Department Chair may be in conflict of interest.

2. **Committee on Committees**

The Committee on Committees establishes slates of candidates for all elected posts within the Department, and supervises (including collection and counting of ballots) all elections. The Committee endeavors to nominate Faculty to service roles appropriate to their interests, and to ensure that a wide representation of Faculty engages in departmental service. The Committee sees that vacancies are filled in a timely fashion.

The Committee consists of two (2) faculty elected from the Faculty at-large. The Committee selects a chair each year.

3. **Scholarship Committee**

The Scholarship Committee supervises the advertisement of, application for, and award of monetary scholarships and other relevant opportunities available through the Department, and organizes the Department's annual award ceremony for students. The Committee also takes responsibility for any other scholarship opportunities for students that may become available through the Department.

The committee consists of three (3) faculty appointed by the Chair, following nomination by the Committee on Committees, chosen from two or three sections. One (1) member is appointed each year for a term of three years.

4. **Curriculum Committee**

The Curriculum Committee's function is to review the curriculum, recommend changes to section staffs or to the Department, and to supervise preparation of catalog entries. The committee reviews requests for certificates, minors, or majors and presents its review to the department faculty for discussion and vote. Questions of curricular policy are implemented by this committee.

The committee consists of five (5) faculty, elected by section caucus, from each of

the following sections : Anthropology, French, German, Spanish, and less commonly taught languages (American Sign Language, Arabic, Chinese, Classical Studies, Russian Studies). One or two student members may be invited by the Committee Chair, after consultation with the Department, to join the Committee as voting members. The Advising Coordinator meets ex officio with the Curriculum Committee or is copied its minutes in a timely manner.

6. **Instructional Technology Committee**

The Instructional Technology Committee enables the department, the LSRC, and its staff to meet the technological needs of faculty and students in teaching and research. The committee develops recommendations for acquisition and maintenance of technology resources and facilities for the department; oversees the utilization of electronic placement and exam-for-credit instruments; and serves to promote ideas for internal and external funding proposals in the area of instructional technology on behalf of the department.

The committee consists of five (5) faculty-at-large, appointed by the Chair following nomination by the Committee on Committees. The committee elects a chair. The director of the LSRC and the Systems Support Specialist are non-voting ex-officio members of the committee.

B. **Personnel Committees**

Personnel committees deal with evaluation, development, or replacement of members of the Department. Membership of these committees is determined in a manner appropriate to each committee.

1. **Faculty Evaluation Committee (FEC)**

a. Membership

The FEC-II consists of five (5) tenured Faculty, at least one (1) of whom must be a full professor (and serves concurrently on the FEC-I) while the remaining four (4) will be full or associate professors, as outlined in the Department's Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure. The FEC-I consists only of full professors.

Members of the FEC will be determined by the established rotation and will serve for two years. The FEC rotation for the forthcoming academic year will be updated annually by the Department Chair and FEC Chair by April 1 and made available to tenure stream faculty.

A minimum of three full professors are necessary for the FEC-I if, and only if, it is evaluating a case for promotion to full professor or conducting post-tenure reviews. If fewer than three full professors are available to serve on a case undergoing review for promotion to full professor, up to two other full professors will be appointed on an ad-hoc basis solely for that case. (Guidelines for constituting the FEC-I for post-tenure reviews are delineated in the **Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure.**)

The chair of the FEC-II is elected from among all its members who have two semesters/one year of previous experience. While review of dossiers presented by associate professors seeking promotion to the rank of full professor will be

conducted only by the FEC-I, all other work of the committee, including the management of annual and action reviews, can be guided by a full or an associate rank member.

b. Functions Related to the FEC

1. The Faculty Evaluation Committee

The FEC-II carries out annual evaluations of probationary faculty in years two, three, five, and six; annual reviews of associate professors every fourth year of the seven year cycle;; and all action reviews. Post-tenure reviews are conducted by the FEC-I (full professors) for associate and full professors every seventh year. The FEC-I also conducts reviews of promotion to full professor. Although the fourth year review of associate professors is not cumulative, additional materials may be submitted by the faculty member under review if s/he wishes more in-depth feedback.

After a minimum of six years or the completion of 12 semester FTEs of employment, lecturers have the right to be reviewed for advancement by the appropriate departmental committee. Lecturers may submit their request for review for advancement to senior lecturer at the beginning of their sixth year or eleventh FTE semester (see timeline in WLC Faculty Evaluation Guidelines for material submission date).

Adjunct faculty at all ranks will also be evaluated in depth in the penultimate year of their contract. Adjunct assistant professors will also be evaluated in depth by the FEC and the tenured faculty of their disciplinary area during the penultimate year of their contract or the third year of the appointment if it comes earlier.

In addition, a tenured faculty member may request a review by the FEC at any time regardless of the review cycle. The Committee evaluates these faculty in the areas of teaching, research, and service. The Department Chair conducts annual evaluations of all faculty who are not being reviewed by the FEC.

2. The Department Chair

In conjunction with the tenure-stream section faculty or other designated body, the Chair and/or Associate Chair(s) reviews lecturers and senior lecturers in the areas of teaching performance and professional development.

3. Preliminary Screening Committee

On reviews for Promotion and Tenure, the FEC functions as a Preliminary Screening Committee, in accordance with procedures described in the department's Guidelines for Faculty Evaluation, Reappointment, Promotion and Tenure document. The Chair does not serve on the Preliminary Screening Committee.

2. Department Chair Review Committee

Two types of reviews are conducted for the Department Chair: 1) internal review by WLC faculty; 2) external review by the LAS Dean as part of the Chair's renewal (if the Chair indicates that s/he wishes to continue as Chair) or when the Dean requests a review of the Chair. See Article III.C (Constitution) for additional information on review and nomination procedures for the Department Chair.

The LAS Dean, who establishes procedures for external review and/or renewal of a Chair, is contacted by the FEC Chair and Department Chair with regard to those review procedures at the beginning of the penultimate Spring of a Department Chair's term of service, if renewal is sought. The Dean communicates with the department regarding procedures for conducting the review and, based on the Dean's guidelines, a Department Chair Review Committee will be formed.

The Department Chair Review Committee comes into existence when a review is initiated. In the case of internal WLC reviews, it ceases to exist when the review is complete, while in an external review by the LAS Dean, the Committee ceases to exist when the review and/or selection of the Chair is complete. In an external review by the LAS Dean, the Committee forwards the results of its review to the Dean and to the faculty of the Department; this report constitutes the Departmental recommendation to the Dean, but does not replace additional procedures established by the Dean.

When a review of the Chair is to be undertaken, the FEC chair will inform the Department Chair and the Committee on Committees and the latter will conduct an election for the ad hoc Department Chair Review Committee. The Chair Review Committee will be elected by the voting faculty (those eligible to vote on personnel decisions) from the tenured faculty who are not currently members of the FEC and will include three members, at least one of whom holds the rank of full professor and one the rank of associate professor. The Chair Review Committee will elect a Chair from its members.

The purpose of the Department Chair Review Committee and of its reports to the Dean and to the Department is to keep a maximum number of relevant people informed about the review process and the overall sentiments of the Department.

The chair of the Department Chair Review Committee calls and presides at all meetings of the Faculty necessary for the purpose of conducting this review. (These meetings do not replace regular Departmental business meetings.)

If the Chair wishes to continue as Chair, the Chair Review Committee conducts a review of the Chair's performance as an administrator. This review includes solicitation of comments from the Faculty of the Department, and at least one meeting of the Faculty at which the Chair's performance is discussed. The Department Chair Review Committee will circulate a performance evaluation questionnaire to all members of the faculty, to be discussed by the entire faculty, and subsequently approved by the voting faculty before each review is undertaken. The information will be solicited from the entire faculty. The Committee will present all comments and/or statistical findings at a meeting of the Faculty, and discuss them with the Chair and the Dean. After the Department agrees that sufficient discussion has taken place, the Committee will ask the Department to vote on the question, "Will the present Chair continue as Chair?" The results of that vote will be recorded in the minutes, and will be reported to the Dean by the Committee. If two-thirds of the Faculty affirms that the Chair should continue, then the Chair's reappointment will be recommended to the Dean by the Department; if the Chair does not receive a two-thirds affirmative vote, the Department will recommend to the Dean that a new Chair

be sought. In the latter case, if the present Chair still wishes to continue, the Department Chair Review Committee will request that the Dean meet with the Department as a whole to discuss the next step.

If the Chair does not wish to continue, or if the Dean determines that a new Chair will be sought, the Department Chair Review Committee will hold a meeting of the Department to discuss whether candidates should be sought from within the Department or outside the University. After the Faculty agrees that there has been sufficient discussion, the Department Chair Review Committee will distribute a ballot on the question, "Will the Chair be sought among the Faculty or will there be a search for a Chair who is not currently a member of the Faculty?"

If the Faculty votes to search for a Chair who is not currently a member of the Faculty, and the Dean agrees, the Department Chair Review Committee will consult the Dean about the formation of a Chair search committee. The search for a Chair from outside the Department will be conducted in accordance with the procedures specified in By-Laws IV.A.1, and with procedures and criteria established by the Dean in consultation with the Department.

If the Faculty votes to select a new Chair from within the Department, and the Dean agrees, the Department Chair Review Committee will establish an initial slate of nominees by actively seeking candidates, subject to eligibility as described below. During the review and nomination process, the Faculty will be consulted frequently in open meetings. There will also be an open meeting of the Faculty with the nominees prior to balloting.

Any tenured Faculty at the rank of Associate or Full Professor becomes a nominee on the initial slate if a petition supporting the nominee's candidacy is circulated and signed by at least 15 percent of Faculty eligible to vote on personnel, and if the proposed nominee also signs the petition to indicate willingness to serve. Any Faculty member eligible to vote on personnel may sign one or more such petitions.

If a member of the Department Chair Review Committee is put forward as a member of the initial slate, he or she will resign from the Department Chair Review Committee. Such nominees will be replaced on the Committee by the same procedure by which they were selected.

After the initial slate has been completed, eligible Faculty will ballot on the candidates according to procedures suggested by the Department Chair Review Committee (acting as a Nominating Committee) and approved by the Faculty in an open meeting. Ballots will not be constructed so as to rank-order candidates, but rather to establish whether candidates are acceptable or unacceptable to the Faculty. In formulating suggested procedures, the Committee will bear in mind the Department's desire for a substantial and significant endorsement of any candidate who is to be recommended to the Dean.

These ballots will be submitted to the Department Chair Review/Nominating Committee, which will count the ballots and determine a slate of two or three candidates to be nominated to the Dean. Any candidate who receives two-thirds or more "acceptable" votes will be recommended to the Dean; candidates who receive less than two-thirds may be nominated if the number of acceptable votes is significantly higher than 50% and close to two-thirds, in the judgment of the Committee. Specific rankings are reported only to the Dean, but the names of all candidates nominated to the Dean are reported to the Faculty.

All votes will be by secret ballot.

In the event of unusual circumstances not adequately covered by this document, the Department Chair Review Committee will refer matters to the Faculty, and/or to the Dean, as appropriate.

IV. Ad-hoc Departmental Committees

A. Personnel Committees

1. Search Committee.

An ad-hoc search committee concerns itself with screening applications, conducting interviews, and arranging campus visits for tenure-track appointments in conjunction with the remaining faculty members from the section conducting the search. (On-campus interviews are normally not conducted for adjunct or lecturer searches however telephone interviews are customary.) Each section conducting a search must designate a committee for the search. If a section is conducting more than one search in a given year, it may choose to use one committee for all searches or to designate separate search committees.

A search committee consists of four (4) tenured or tenure-track faculty. Three (3) members are elected by the section conducting the search from among its faculty. The fourth member of the committee must come from outside the section conducting the search. S/he is appointed by the department chair from a list of at least three tenured or tenure-track at-large nominees proposed by the section. All four members of the Search Committee fully participate at all stages of the screening process. The committee elects a chair from among its ranks to serve as a liaison to the department chair.

In the case of sections that cannot provide three tenure-stream core members, the department chair, in consultation with faculty in that section, will appoint faculty from other sections within the department. For sections that currently have non-tenure-stream faculty, the chair will appoint members from the faculty at large after nomination by the Committee on Committees. Faculty with appropriate expertise from departments outside WLC may be used to complete the committee should the department deem this necessary. No fewer than three (3) members of the committee should be from WLC, while no more than one (1) may come from outside the department.

V. Appointments

- A. Appointments of non-tenure eligible teaching faculty, including lecturers, senior lecturers, and adjuncts, will be made by the Chair upon recommendation of the tenure-stream faculty in a section or other designated body. That recommendation will include a review of long-term anticipated staffing needs as well as a job description. When appropriate, sections should plan to offer multi-year contracts.
- B. Appointment of P&S employees to non-tenure-eligible positions will be recommended by the department chair, with faculty input. The department chair can make initial appointments of P&S employees for one year without faculty input, but reappointment (or initial appointment beyond one year) will require faculty input. All appointments will need college and provost office approval.
- C. Tenure-track appointments will be made by the Chair following a vote of all tenure-stream members of the section. The search process will consist of the following stages:

1. A job description is composed by the tenure-stream members of the section.
2. An Ad-hoc Search Committee is formed as indicated in By-Law IV. A. 1.
3. The preliminary screening of the candidates is conducted by the Search Committee after the advertised deadline. The Committee will present a preliminary list of candidates to the tenure-stream faculty in the section and make dossiers available to them for inspection.
4. The Search Committee will select a list of finalists to interview at the appropriate professional conference or, if necessary, by phone.
5. At least two tenure-stream faculty members (at least one of whom must be a voting member of the section concerned) will interview the finalists at the professional conference or by phone. They will report the outcome of the interviews to a combined session of Search Committee and tenure-stream section faculty. After discussion, the Search Committee and tenure-stream members of the section will rank the finalists. By unanimous vote, the Search Committee and tenure-stream members of the section may delegate authority to the interview team to rank the finalists. No more than three candidates will be invited to campus for the initial interviews (see below under item 10 for circumstances involving additional interviews).
6. On-campus interviews will consist of at least one formal presentation and formal and informal meetings with the entire department.
7. Following the on-campus interviews, the Committee and the tenure-stream members of the section will meet and arrive at a final ranking of the candidates.
8. All tenure-stream members of the Department will attend the formal presentations or view the videotape, and read the files of the candidates. Voting members of the department who do not attend the presentations/view the videotape and read the files will not be eligible to vote on the appointment.
9. The tenure-stream faculty of the department will meet to discuss the candidates. The Chair will determine whether more than one meeting is required for discussion. After adequate discussion, the department will vote by secret ballot on the acceptability of the candidates. A three-fifths (60%) majority will be required for acceptability. Three-fifths is defined as exactly three-fifths of the voting members present at the meeting or the nearest whole number higher than three-fifths.
10. The Chair will call for further discussion before calling for a vote on the ranking of the candidates. A three-fifths majority is required for an appointment to be offered. If a three-fifths majority is not reached on the first ballot, the chair will call for further discussion until a decision has been made. The Chair will determine whether continued balloting is likely to produce a three-fifths majority. If not, the department will vote whether to invite additional candidates or to abandon the search for that year.
11. The voting faculty may recommend to the Chair that the job offer be made to the second-ranked, and subsequently, the third-ranked candidate, if the first candidate does not accept. If none accepts the job offer, the Chair will convene the voting faculty of the department to determine whether to invite additional candidates to campus or to abandon the search.

12. All votes will be cast by secret, i.e., written, ballot. Only the actual number of votes cast will be included in determining whether three-fifths majority has been reached. Abstentions or withholding of votes will not be counted for this purpose.

Also see the Appendix to this document: “Guidelines for Faculty Evaluation, Reappointment, Promotion, and Tenure”

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