

Section 9 - Some suggested changes from PPC

For Section 9, there is no significant difference between the blue and red text. Neither has been brought before the Faculty for a vote as of yet. The renumbering is also suggested but not identified in blue or red.

SECTION 9: BY-LAWS TO THE CONSTITUTION OF THE FACULTY OF AUGSBURG UNIVERSITY

9.1 Article I. Appointment, Promotion, **Review, Tenure, Retirement, and Dismissal of Faculty**

9.1.1 GENERAL CONSIDERATIONS

An integral relationship ~~should exist~~ *exists* between *among* faculty recruitment, promotion, *periodic reviews, and where relevant*, and the granting of tenure. ~~Therefore, the same criteria should be applied to all of them.~~ *For each type of appointment, a uniform set of criteria is applied at each phase.*

There are two types of considerations involved in decisions of appointment, promotion, *periodic review*, and tenure: first, the needs of the institution, and second, the qualifications of the individual faculty member.

These two must be considered together at every point, and never taken in isolation. ~~For example, the needs of the University will enter in, not only at the decisions of appointment and tenure, but also in the decision of promotion, as in periodic reviews which *that* might be made during the probationary period or after.~~

The needs, *sustainability, and academic integrity* ~~quality~~ of the institution may involve departmental balance in terms of specialties, the financial ~~capability~~ *capacity* of the University, achievement and maintenance of ~~cultural~~ diversity within the faculty, and the desire to maintain flexibility. *The system of tenure provides for the stability and continuity necessary to meet and maintain these needs and the quality of the institution.*

However, when making decisions on recommendations regarding **reviews**, promotion, ~~and or~~ tenure, ~~the Committee on Tenure, and Promotion and Leaves~~ **faculty committees reviewing full-time faculty members** will consider primarily the qualifications of the individual faculty member. **In consultation with the department**, ~~the~~ needs of the University will be addressed ~~more completely~~ at the administrative level.

The qualifications of the individual faculty member will be judged by the following criteria:

9.1.1.A ~~EDUCATIONAL PREPARATION.~~ *EDUCATIONAL and PROFESSIONAL PROFILE.* A *tenure track* faculty member should have the degree *will* normally *have the terminal degree* required for ultimate promotion to the rank of full professor. *The terminal degree* This will vary according to discipline and will include, **but is not limited to**, the MFA and JD, and CPA for example, as well as the PhD, DMA, and EdD degrees. *All Faculty will meet the definition of fully qualified as determined by Augsburg's external accrediting body.* Normal preparation for instructors is the master's degree; assistant professors are required to have at least the master's degree. **Under exceptional circumstances appointments based on extensive professional experience in the field may be made.** The doctor's degree is normally required for associate professors and promotion to full professor rarely occurs without the doctor's degree. *The number of years of prior appointment-related experience and time in rank will be considerations for tenure, promotion, and other reviews.*

9.1.1.B ~~TEACHING COMPETENCE.~~ Faculty members should have demonstrated **demonstrate teaching** actual or potential competence, **including advising and mentoring**, as evidenced in references, observed performances and student evaluations and achievements. Faculty members should communicate effectively, appreciate and respect the integrity, **diversity**, and individuality of the student, and be able to contribute to the educational program of the University. The faculty member should ~~strive to~~ develop and improve **their** teaching skills, e.g., by participating in faculty development activities, and be able to document such efforts.

9.1.1.C ~~PRODUCTIVE SCHOLARSHIP AND CREATIVE ACTIVITIES.~~ Faculty members should be knowledgeable about current developments in their teaching fields. ~~Normally,~~ **Tenure track** faculty members should be engaged in productive scholarship, especially **but not exclusively** that which is beneficial to the function of teaching. ~~The direction of creative student research, as well as faculty research, publications, scholarly papers, applied scholarship, and other evidences of professional achievement involving professional recognition outside the University will be considered. Applied scholarship in the form of extensive course revision and/or development of new courses will also be considered.~~ *The Departmental Scholarship Statements provide guidance.* **Departments will provide guidance for appointments, promotions, and reviews in this area.**

9.1.1.D ~~EMPLOYMENT HISTORY.~~ The number of years of prior appointment-related experience will be a consideration. (See Time in Rank section.)

9.1.1.E ~~TIME IN RANK.~~ Time in rank will be a consideration for **hiring, tenure, promotion, and other reviews.** ~~purposes as indicated in section 6.8.4, Promotion Categories, and in section 9.1.6, By-Laws to the Constitution, Article I, section E.a., Promotion in Rank.~~

9.1.1.F *SERVICE AND OTHER CONTRIBUTIONS OF SIGNIFICANCE TO THE INSTITUTION.* Examples are **Service includes** ~~advising and mentoring~~, administrative work, committee service, admissions and alumni activities, and service to the community **and or place of worship** church.

9.1.1.G COMMITMENT TO THE GOALS OF THE UNIVERSITY. It is to be expected that the faculty member be ~~sympathetic~~ *be supportive of* to the mission of the University. Thus, because of Augsburg's commitment to the liberal arts, the faculty member should be liberally educated, ~~eclectic~~ *universal* in interests, humane in concerns, and independent in judgment. Because of Augsburg's urban location, the faculty member should be attuned to the city and its people, needs, achievements, and diversity. Because Augsburg is a ~~church~~ *Lutheran* university, the faculty member should affirmatively accept the propriety of the tasks ~~which~~ *that* the University has set for itself and participate agreeably within the milieu of its Christian heritage and philosophy.

9.1.1.H ~~PERSONAL~~ **PROFESSIONAL** QUALITIES. Personal and professional integrity is essential both to education and scholarship. **A code of ethics is described in the Faculty Handbook.** Furthermore, faculty should demonstrate a commitment to and a genuine concern for students, colleagues, their department, and the University.

9.1.2. Appointments

9.1.2.A ~~Types of appointment:~~ **Full-time faculty** ~~A~~ appointments to the Faculty of the University are of three types: (1) Non-tenure track, (2) Probationary tenure track, (3) Tenured. **Adjunct appointments are part-time non-tenure track faculty appointments.**

1. A full time non-tenure track appointment may be made at any rank. ~~and may be renewable. on a yearly basis normally for no more than three years. Unless specifically designated as probationary tenure track or tenured,~~ all part-time appointments will be understood to be non-tenure track appointments.
2. A Probationary *tenure track* appointment may be made at any rank for not less than one year, but no combination of probationary *tenure track* appointments may be made for a longer combined period than ~~seven~~ **eight** years.
3. A Tenured appointment is one ~~which~~ *that* remains in effect until *resignation*, retirement or ~~until terminated~~ *termination* for adequate cause. It may be made to a Faculty member in the rank of ~~Assistant Professor~~, Associate Professor, or Professor.

9.1.2.B The members of the Faculty *are appointed by* ~~will be selected by the President with the advice of the Dean of the College~~ *the Chief Academic Officer in consultation with the departments. Tenure track appointments require ratification by the Board of Regents; non-tenure track appointments do not.* ~~, the respective division chair and department chair, with the final election by the Board of Regents.~~

Members of the full-time tenure track Faculty hired for departmental duties will be selected and appointed following a rigorous national search conducted by the associated departmental faculty. Following the ~~recommended~~ search and departmental deliberation, the department chair or

designee will faithfully report the department's recommendation to the appropriate Academic Dean who then will forward a recommendation to the Chief Academic Officer.

Members of the full-time non-tenure track Faculty hired for departmental duties will be selected and appointed following a rigorous regional search conducted by the associated departmental faculty. Following the search and departmental deliberation, the department chair or designee will faithfully report the department's recommendation to the appropriate Academic Dean who then will forward a recommendation to the Chief Academic Officer.

Members of the full-time Faculty hired for significant responsibilities beyond a single department will be selected and appointed following a rigorous regional or national search conducted by either the specific departments involved, or by Faculty representation selected by the Faculty Senate.

Members of the part-time non-tenure track Faculty hired for departmental duties will be selected and appointed following a search conducted by the Department Chair. The Department Chair may hire part-time non-tenure track Faculty with the approval of the appropriate Academic Dean.

9.1.2.C Recommendations for appointment will usually originate with the department chair. ~~When the candidate will be found by the President, Dean of College, or division chair, they will be discussed with the department chair and the department chair's recommendation will be secured before final action taken.~~ The President may make non-tenure appointments without ratification by the Board of Regents. The President will recommend candidates to the Board of Regents for appointment with tenure. *In the case of a senior administrative appointment that carries tenure, the President or Chief Academic Officer will negotiate a departmental home with the department in question, and will negotiate with the Committee on Tenure and Promotion the rank and status of the administrative appointment. Leaving an administrative post to join the department in which the person is tenured should not negatively impact the current faculty in that department.*

9.1.2.D The terms and conditions of each appointment, including salary, other financial benefits, rank, type of appointment (non-tenure track, probationary tenure track, or tenured), length of appointment, *and* approximate course load, together with the policy concerning nonteaching assignments, as specified in the Augsburg University Faculty Handbook, will be stated in writing and be in possession of both the institution and the faculty member before the appointment is ~~consummated~~ *finalized*.

9.1.3. Tenure

9.1.3.A *Tenure is normally a six-year process; however, it can be accelerated with applicable prior experience in a faculty appointment.* ~~Experience applicable to tenure to a full-time position is understood to be full-time teaching. Experience applicable to tenure to a part-time position is understood to be at least 50% of full-time teaching.~~

9.1.3.B *In qualified circumstances, a candidate may request to suspend the normal schedule for Third Year Review or Tenure Review for up to two years in cases where the candidate in the Probationary Period of a Tenure Track Appointment holds a full-time appointment. Such postponement is subject to approval by the Chief Academic Officer, in consultation with the Department Chair.* ~~All appointments except those carrying tenure will be for one academic year unless otherwise specifically indicated.~~

9.1.3.C *There is no automatic tenure without review.* ~~A faculty member on a probationary tenure track appointment will be tenured to a fulltime position when the faculty member has been reappointed for an eighth academic year as a full-time teacher on a tenure track appointment, or will be tenured to a part-time position when the faculty member has been reappointed for the eighth academic year at a minimum of 50% of full-time teaching on a tenure track appointment.~~ A faculty member on a probationary tenure track appointment will be tenured to a full-time position **following a successful tenure review which normally occurs in the sixth year of appointment.**

For certain appointments, hiring with tenure is possible, however, there is no tenure without review.

In the case of a senior academic administrative appointment (e.g. Academic Dean or Provost) before an offer is made, the President or Chief Academic Officer will propose a departmental home. The tenured members of the proposed department (see Faculty Handbook for substitutions if needed) will review the candidate's application and academic portfolio and provide a recommendation. The department's recommendation is forwarded to the Committee on Tenure and Promotion who will then vote on a recommendation regarding the rank and status of the candidate. The hiring of an administrator with tenure to a department or the faculty member's leaving of an administrative post to join the department in which the faculty member is tenured should not negatively impact the current faculty in that department.

In hiring with tenure for a departmental Endowed Chair appointment, the tenured members of the department (see Faculty Handbook for substitutions if needed) will review the candidate's application and academic ortfolio and provide a recommendation. The department recommendation is forwarded to the Committee on Tenure and Promotion who will then vote on a recommendation regarding the rank and status of the candidate.

Explanatory note:

~~These policies will apply to persons hired for the 1980-81 and subsequent school years whose contracts state that their position is a tenure-track position.~~

~~Persons who have accumulated part-time experience prior to this change in policy will have the option of applying or not applying for tenure when they become eligible. If they do not apply, they may be continued on annual appointments. There will be no automatic tenure without review.~~

9.1.3.D ~~Under normal circumstances, a tenure-track Faculty member who will have been was originally appointed to the rank of associate assistant professor will be granted tenure complete a tenure review not later than upon completion of four during the sixth years of service at Augsburg, following a successful tenure review.~~ Appointment to associate professor generally assumes previous college or university teaching experience. ~~Under normal circumstances, a tenure track faculty member who will have been was originally appointed as associate professor will complete a tenure review during the third year be granted tenure not later than after four years of service; under normal circumstances, a tenure track if originally appointed as professor the Faculty member will be granted tenure no later than after three years complete a tenure review during the second year of service.~~

9.1.3.E Policies and procedures governing tenure and academic freedom are based in principle on the 1940 Statement of Principles on Academic Freedom and Tenure, the 1968 Recommended Institutional Regulations on Academic Freedom and Tenure, and the 1971 Statement on Procedural Standards in the Renewal and Nonrenewal of Faculty Appointments. However, Augsburg's policies and/or procedures as set forth in Augsburg's Constitution, By-Laws, and Faculty Personnel Policies and Procedures will be controlling.

9.1.4. Termination of Appointment

9.1.4.A ~~Faculty members who have not been promoted to the rank of assistant professor after seven years at the rank of instructor, will not be granted further appointments, except under unusual circumstances.~~

9.1.4.B *A probationary tenure track faculty member who receives a negative first year review is not renewed. A probationary tenure track faculty member who receives a negative Third Year or Tenure Review will receive a one-year, terminal, non-renewable contract for the following academic year. Notice of non-reappointment will be given at the conclusion of the review process. For probationary tenure track positions, conclusion of the review process constitutes notice of non-reappointment in the event of a negative review.* If a faculty member on a probationary appointment is not to be reappointed, notice of non-reappointment will be given *at the conclusion of the review process* in accordance with **the review timelines in the Faculty Handbook.** ~~the following standards:~~

9.1.4.A.a. ~~— Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one year appointment terminates during an academic year, at least three months in advance of its termination.~~

9.1.4.A.b. ~~— Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two year appointment terminates during an academic year, at least six months in advance of its termination.~~

9.1.4.A.c. ~~— Not later than October 15~~ *September 1* ~~after two or more years in the institution.~~

9.1.4.C In the event the Board of Regents finds after due deliberation that such a state of financial crisis exists as to seriously jeopardize the viability of the institution, the rules governing tenure may be suspended, but in retaining faculty, those holding tenure will be given preference.

9.1.4.D Faculty who choose to resign or retire are encouraged to communicate their intentions with the Office of Academic Affairs in a timely manner.

~~(Note added September 1982 See section 15.4., Policy on Reallocation and Reduction of Faculty Positions):~~

9.1.5. Dismissal for Cause

9.1.5.A Any faculty member may be dismissed for adequate cause, such as moral delinquency, incompetence, or willful neglect of duty, subsequent to a recommendation of a faculty ~~h~~Hearing ~~e~~Committee **formed by the Senate Subcommittee on Faculty Equity** to the President and by action of the Board of Regents.

9.1.5.B When **credible evidence for** dismissal of a faculty member is under consideration by the administration, the matter will first be discussed in personal conference between the faculty member and the administration. If **the issue cannot be resolved to the satisfaction of both parties**, ~~adjustment does not result~~, the President ~~Chief Academic Officer~~ will ask the **Senate Subcommittee on Faculty Equity** ~~Committee on Tenure, and Promotion and Leaves~~ to inquire into the matter, informally and confidentially, for the purpose of giving advice, bringing about an adjustment and advising whether or not action for dismissal should be taken.

9.1.5.C If this committee recommends that formal dismissal proceedings begin, the President ~~Chief Academic Officer~~ with the committee will state in writing the reasons for the dismissal. Should the President ~~Chief Academic Officer~~ and the committee not agree, the President ~~Chief Academic Officer~~ will formulate the Statement of Reasons for Dismissal. In a letter to the Faculty member under investigation, the President ~~Chief Academic Officer~~ will notify the Faculty member that formal dismissal proceedings will be instituted, and include the above Statement of Reasons for Dismissal, the time and place of a meeting of a faculty ~~h~~Hearing ~~e~~Committee, the Faculty member's right to appear before the committee, if the Faculty member so requires, and the procedures prior to and during the meeting.

9.1.5.D The procedures of the ~~h~~Hearing ~~e~~Committee and of the administration -- including suspension during the proceedings, the securing of evidence, the President's option to attend or to appoint a representative, the faculty member's right to counsel and other procedural rights, the questioning of witnesses, the formal procedures at the hearing, matters of publicity during the hearing, the manner in which the committee reaches its decision -- will adhere to those procedures explained in the 1958 STATEMENT OF PROCEDURAL STANDARDS IN FACULTY DISMISSAL PROCEEDINGS ~~(note 1)~~ formulated by the American Association of University Professors ~~and reprinted in the Augsburg University~~

~~Faculty Handbook~~. Unless otherwise stated in this section of the By-Laws, the procedures of the 1958 STATEMENT will be followed by all concerned.

9.1.5.E If the faculty member desires to appear before the ~~h~~Hearing ~~e~~Committee, the faculty member must request this in writing no later than ~~three~~ **two** weeks after receiving the President's *Chief Academic Officer's* notification. The faculty member may have one month after the letter of notification to prepare a case.

9.1.5.F After sending the statement and the letter of notification to the faculty member, the President *Chief Academic Officer* will direct the **Senate Subcommittee on Faculty Equity Committee on Tenure, and Promotion and Leaves** to name a ~~h~~Hearing ~~e~~Committee consisting of six tenured members of the teaching faculty **with no direct, prior involvement in the dispute, and no personal bias, or professional conflicts of interest. The member of the Senate Subcommittee on Faculty Equity may not serve on the Hearing Committee. not** ~~previously involved in the case.~~ If the faculty member under investigation requests a hearing, it will be before this committee; if the Faculty member does not, this committee will proceed with the hearing at the appointed time and date on the basis of obtainable information. The committee in conference will formulate its recommendations in a written report, with a reasoned opinion including explicit evidence supporting each of its recommendations. Minority opinions may also be included in the report. Copies of this report will be sent to the faculty member, *the Chief Academic Officer*, and ~~to~~ the President.

9.1.5.G The President will give the full report of the ~~h~~Hearing ~~e~~Committee, together with the Statement of Reasons for Dismissal and the President's own recommendations to the Board of Regents. If the Board does not wish to accept the decision of the faculty ~~h~~Hearing ~~e~~Committee, and reviews the case, the review will be based on the faculty report and will provide an opportunity for the principals in the matter to present their cases before the Board. On the basis of this review the Board will either uphold the recommendations of the ~~h~~Hearing ~~e~~Committee or direct the ~~h~~Hearing ~~e~~Committee to reconsider specific matters and within a specified time to submit a second report. Thereafter the action by the Board of Regents will be final and will be carried out as they direct.

9.1.6. ~~Promotion~~ *Time in Rank as regards Promotion*

~~No minimum period of service at Instructor is required before being recommended for promotion to Assistant Professor, nor is s-~~ Spending any given period in a rank *is not* guarantee of promotion. Usually, a person will have completed five full-time or their equivalent years as an Assistant Professor, including three at Augsburg University, before being recommended for **tenure and** promotion to Associate Professor, and six full-time or their equivalent years as an Associate Professor, including three at Augsburg University, before being recommended for promotion to Full Professor. Evidence of exceptional performance may accelerate the nomination in some cases. ~~In cases where a person is considered for tenure and promotion in the same year, both decisions will normally be made together after March 15.~~

9.1.7. ~~Promotion in Rank and Tenure of Librarians~~

The Librarians at Augsburg University will have the following ranks corresponding and parallel to the ranks of the teaching faculty:

University Librarian I
University Librarian II
University Librarian III
University Librarian IV

a. — The professional Librarian usually begins employment at Augsburg University as University Librarian I. After not more than five years of full-time service with this rank, when reappointed, the librarian will be promoted to the rank of University Librarian II. The time of promotion to higher ranks will be indeterminate.

b. — Promotions will be based upon six criteria:

1. — Educational preparation. The normal requirement for University Librarian I is a Master's degree in Library Science. A University Librarian II is required to have at least one Master's degree. For University Librarian III a second Master's degree or another graduate degree is usually required. The promotion to University Librarian IV normally would demand additional subject specialization, viz., a Master's or a Doctor's degree.

2. — Performance of academic responsibilities

3. — Administrative abilities

4. — Participation in University and community affairs

5. — Professional interests and activities

6. — Personal qualities

(Detailed information on criteria 2-6 will be found in the Augsburg University Faculty Handbook.)

e. University Librarians will acquire tenure according to the same regulations and provisions as the teaching faculty of the corresponding ranks.

9.2 Article II. The Composition of Committees and Their Function (Amended: May 2005)

9.2.1. Standing Committees of the Faculty

9.2.1.A The President and ~~Dean of the College~~ *Chief Academic Officer* will be ex-officio members of all Standing Committees of the Faculty. They will participate in the work of the various committees according to their own discretion.

9.2.1.B The times of meetings of all Standing Committees of the Faculty will be regularly posted in a place accessible to all members of the Faculty. Faculty members will have the right to attend meetings of elected Standing Committees of the Faculty except where these ByLaws explicitly allow closed discussions. A Faculty member may request an opportunity to speak on any matter that comes before said Committees; but, **unless otherwise indicated**, only **those the Voting Faculty that are** members duly appointed or elected to each Committee will have the right to present motions or resolutions and to vote.

9.2.1.C Except as otherwise provided in these By-Laws, the Faculty Senate will nominate at least one candidate for each standing committee position for which the term is due to expire that academic year. Nominations will be published at least one week prior to the election. Additional nominations may be made from the floor prior to voting. Elections and ratifications will take place at the last regular faculty meeting of each academic year. Service on committees begins in September of the next academic year.

9.2.1.D Except as otherwise provided in these By-Laws, following the last regular faculty meeting of each academic year, each standing committee will elect a chair from its own membership to serve for a term of one year. On standing committees where the committee chair is so elected, a continuing member of the committee will convene the meeting until a successor has been elected.

9.2.1.E The following will be the Standing Committees of the Faculty **and their subcommittees that report to Faculty Senate**:

1. The Faculty Senate - see sect. 9.2.2
 - i **The Faculty subcommittee on Equity, see 9.2.3**
 - ii **The Personnel Policies subcommittee of Faculty Senate, see 9.2.4**
 - 1 **The Compensation subcommittee of Personnel Policies, see 9.2.5**
2. The Academic Affairs Committee - see 9.2.56
 - i **Technology Enhanced Learning subcommittee of Academic Affairs, see 9.2.7**
3. Student Standing Committee – see 9.2.68
4. Admissions and Enrollment Committee - see 9.2.79
5. Faculty Development Committee - see 9.2.810
6. Committee on Tenure and Promotion - see 9.2.911
7. Institutional Review Board - see 9.2.1012
8. Assessment Committee - see 9.2.1113
9. Graduate Academic Affairs Committee - see 9.2.1214

~~9.2.1.F Other Standing Committees of the Faculty that do not report directly to Faculty Senate:~~

- ~~1. Institutional Review Board~~
- ~~2. Graduate Program Council~~
- ~~3. Honors Council~~
- ~~4. UCAP?~~

~~See section 9.3~~

9.2.2. The Faculty Senate

1. The Faculty Senate will consist of two representatives from each of the three academic divisions, six members elected at large for two-year terms, the President of the University and the ~~Dean of the College~~ **Chief Academic Officer**. Elected members will be full-time members of the **Voting** Faculty whose service to the University at the time of their election and during their terms of service will be primarily ~~as teachers and/or librarians~~ **teaching**.

Divisional representatives will be elected, for a two-year term, by their respective division no later than the penultimate regular Faculty meeting in the spring of even-numbered years. No more than one member from any department may serve as a divisional representative. Divisions are responsible for establishing their own voting procedures. In order to assure representation for graduate programs on the Senate, at least one of the representatives from the Professional Studies Division must represent a department with a graduate program.

a. At-large members of the Senate are to be elected in the spring of odd-numbered years; nomination procedures for at-large candidates will be as follows:

1. A list of eligible faculty members will be prepared by the Faculty Senate and sent to all voting members of the Faculty with the agenda for the antepenultimate regular faculty meeting of the academic year.
2. At the antepenultimate faculty meeting of the academic year, a primary election will be held to nominate candidates for the Senate. Voting members of the Faculty unable to attend this faculty meeting because of conflicting University responsibilities will be permitted to cast absentee ballots prior to the meeting. Absentee ballots will be available in the ~~Dean's Office~~ **Office of Academic Affairs**.
3. The persons receiving the ten highest totals of votes in the primary election will be declared nominated. Among these ten nominees, there must be at least one representative with experience in the previous two years teaching in a graduate program. If not, the faculty member with the lowest number of votes will be dropped and the faculty member teaching in a graduate program with the highest number of votes will be added to the list. In case of a tie for the tenth largest vote, the nominee will be determined by casting lots.

a. Election of Senators from the list of nominees will take place at the penultimate faculty meeting of the academic year, at which time six will be elected for a two-year term. Voting will be by the Hare system of proportional representation. Each faculty member must rank at least six of the ten candidates, but may rank up to ten. If, after five candidates are declared elected, there is no representative teaching in a graduate program, all remaining candidates who are not teaching in a graduate program will be removed from the pool.

Voting members of the Faculty unable to attend this faculty meeting because of conflicting University responsibilities will be permitted to cast absentee ballots prior to the meeting. Absentee ballots will be available in the ~~Dean's Office~~ **Office of Academic Affairs**.

b. Terms of office of Senators, whether elected at-large in the spring of odd-numbered years or elected division representatives in the spring of even-numbered years, will begin and end immediately following the last regularly scheduled Faculty meeting of the academic year. The first Senate meeting is to be held within one week after that Faculty meeting.

c. The Senate will meet regularly during the academic year. Because of the major burden it bears, members of the Senate will, at their option, be exempt from other Standing Committee responsibilities.

2. It will be the responsibility of the Faculty Senate:

a. To reevaluate on a continuing basis, for purposes of subsequent recommendation, the goals, objectives, and programs of the University:

1. Conducting, on its own initiative, inquiries into programs and planning, and referring, where appropriate, matters to other committees for their consideration

2. Considering proposals and inquiries directed to it by other participants in the Augsburg community: Faculty members, committees, departments, organizations, as well as the organized Faculty; Administration, Regents and Student Body.

3. Receiving and evaluating all proposed amendments to the Constitution and By-Laws of the Faculty.

b. To serve as a focal Faculty organ for communication and recommendation. To this end:

1. Someone designated by the Board of Regents may be its representative to the Faculty Senate.

2. The Faculty Senate will designate such Faculty Representatives to the Board of Regents, or its committees, or to committees of the Administration as may be mutually desired in accordance with 8.8, Article VIII, Section C, or 8.9, Article IX, Section B, of the Faculty Constitution.

3. The Senate will provide, when mutually desired, speaking rights to representatives of the Student Body and will designate Faculty members its representatives to be granted similar speaking rights at meetings of the Student Government.

4. The Senate will inform appropriate administrative officials of its concerns and views about the University programs.

5. The Senate will bring to the Faculty its recommendations concerning policy matters, including matters relating to long-range planning and recommendations of the standing committees regarding policies requiring faculty action.

c. To appoint:

1. Members of the Senate Committee on Faculty Personnel Policies, subject to Faculty ratification.

2. Members of ad hoc Faculty committees, and Faculty members of joint ad hoc committees, specifically including those committees occasioned by the need to fill the office of the President and of the ~~Vice President for Academic Affairs and/or Dean of the College~~ **Chief Academic Officer and Academic Deans of the University**.

3. Subject to Faculty ratification, Members of Standing Committees to complete unexpired but vacated terms of previously elected members.

4. The parliamentarian, subject to faculty ratification.

d. To participate in the selection of personnel by:

1. Nominating candidates for membership on Standing Committees (exclusive of the Faculty Senate and the Senate Committee on Faculty Personnel Policies).

2. Recommending, when it considers such action appropriate, persons to be considered for administrative offices other than those of the President and Dean of the College **the Chief Academic Officer, and the Academic Deans of the University**.

e. To establish a subcommittee designated the Senate Committee on Faculty Equity. [See section 9.2.3]

f. To establish a subcommittee designated the Senate Committee on Faculty Personnel Policies. [See section 9.2.4]

9.2.3. ~~A. 4. a. 2. c.~~ The Senate **Subcommittee on Faculty Equity.**

1. Membership. The Faculty Senate will elect three of its tenured members and two other tenured members of the Faculty to be members of this Committee. **Senate should seek a group**

~~that is diverse in regards to race, gender, and rank. Each of the upper two academic ranks and both sexes will be represented on the Committee.~~ The term of office **service** will be one year, from September to September.

2. Functions **and Responsibilities**.

a. Appeals. The Committee will receive, investigate, and make advisory judgments concerning grievances by Faculty members relating to relevant governmentally required employment standards, leaves, and other matters involving human rights and working conditions of Faculty members. In pursuance of this function, the Committee will be guided by the Faculty Constitution and By-Laws and by relevant professional standards and governmental regulations and will utilize the following procedures:

- 1) Complaints will be presented to the Committee in writing. The allegations of the written complaint will be the subject of the investigation and of the final judgment of the Committee.
- 2) The written complaint may be submitted directly by the party alleging inequitable treatment either in person or through certified mail.
- 3) The party alleging inequitable treatment is entitled to an advocate who may appear with or on behalf of the party during the Committee's investigation of the complaint.
- 4) The Committee will determine whether any of its members has a direct and obvious conflict of interest detrimental to an objective decision about the complaint; should such conflict of interest exist, the person or persons will be replaced for the particular case by any tenured faculty member(s) approved in writing by the majority of other Committee members.
- 5) The complaint will be investigated as promptly as possible.
- 6) In its investigation the Committee will assemble relevant documents and will call persons to testify, taking care that all parties to the dispute have a fair hearing. The person or body against whom the complaint is made will be given a copy of the written complaint as soon as the Committee decides to investigate it.
- 7) Minutes will be kept of all hearing meetings which will include at least dates of meeting, names of those attending, motions made by parties, procedural questions raised by parties or committee members, and Committee responses to motions and procedural questions. The minutes will not include a verbatim record of testimony or discussion of non-procedural issues.
- 8) A decision concerning the complaint will be made by majority vote of the Committee. This judgment will be written and reasons therefore stated. Minority opinions may be included.
- 9) The written judgment will be given to or sent by certified mail to the party submitting the complaint.

10) The decision of the Committee may be appealed by either party to the controversy to the Board of Regents and/or to the governmental agencies or departments having appropriate appellate jurisdiction

b. Communications.

1) To expedite compliance in an appellate judgment favorable to the complainant, the Committee will deliver or send its advisory judgment by certified mail to any or all of the following: the University Compliance Officer, ~~the Dean of the College,~~ **Provost, Academic Deans of the University**, the President of the University, the Board of Regents, and the appropriate governmental agency or department.

2) An appellate judgment unfavorable to the complainant may be transmitted to any or all of those listed in (1), above.

3) The Committee will, when it finds that a current policy or procedure works inequities among faculty members, communicate its concern and suggestions for change to the appropriate officer, committee, department, or other entity of the University.

9.2.4. A. 4. a. 2. f. The Faculty Senate ~~€~~ Subcommittee on Faculty Personnel Policies.

1. Membership.

The committee will consist of the ~~Dean of the College~~ **Chief Academic Officer** and five faculty members. The Faculty Senate will appoint at least one of its members and other faculty members for a total of five committee members. All academic divisions of the University ~~and both sexes~~ will be represented. The Faculty Senate member's term of office will be one year. The term of office for the remaining faculty members will be two years with overlapping terms, representatives of the Division of Social and Natural Sciences and the Division of Professional Studies to be appointed in odd-numbered years and the representative of the Division of Fine Arts and Humanities and one at-large representative to be appointed in even-numbered years.

2. **Functions and** Responsibilities.

a. The Committee will make policy recommendations to the Faculty via the **Faculty** Senate concerning personnel matters, including but not limited to salary, faculty loads, retirement, insurance, leaves of absence, attendance at conferences and related matters.

b. In order to carry out ~~this~~ **these** ~~responsibility~~ **responsibilities** the Committee will:

1) Familiarize itself with relevant governmental regulations and requirements concerning employment and human rights relating to policy being drafted or considered.

2) Study the faculty constitution and by-laws, that it may:

- a.) Know such substantive and procedural protections of faculty employment rights as they now contain;
- b.) Recognize weaknesses and omissions and recommend corrective measures **to the Faculty Constitution, By-Laws, and Faculty Handbook** in order to more equitably protect employment and human rights;
- c.) Recommend changes in an employee handbook or other University policies that affect faculty personnel policy.

3) Receive recommendations for changes in personnel policy, **and incorporate them as needed into the Faculty Handbook.**

4) Be aware of standards and guidelines for faculty personnel procedures and for academic freedom and tenure which have been developed by professional associations within higher education, **and incorporating them into faculty practice.**

5) Engage appropriate stakeholders to inform our deliberations.

6) Inform Faculty Senate when it comes to PPCs attention that the Faculty Handbook Policies or the Faculty Constitution and its By-Laws are not being observed.

c. Each year, not later than, July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

Revised October 2014

9.2.54.A.4.a.2.f.2.d. Compensation Committee

1. **Membership:** This subcommittee of the Senate Committee on Faculty Personnel Policies will consist of six faculty members; the Provost or designee, a representative of the Senate Committee on Faculty Personnel Policies, one representative each from the three divisions with one divisional member also representing graduate programs, two members at large who have expertise relevant to compensation and/or finance. These last five faculty members will be nominated by the Faculty Senate and ratified by the Faculty for two year terms. In odd numbered years, the Faculty Senate will nominate one person from the Division of Professional Studies and one from the Division of Natural and Social Sciences. In even-numbered years, the Senate will nominate one member from the Division of Humanities and Fine Arts and two at large members. The Senate Committee on Faculty Personnel Policies representative will serve a one year term. The Director of Human Resources or designee, and a designee from the Provost's office, may attend to provide additional advice and support.

2. **Functions and Responsibilities.**

- a. The Compensation Committee will make recommendations to the Faculty via the Senate Committee on Faculty Personnel Policies concerning salary and benefits. After review, the Senate Committee on Faculty Personnel Policies may revise and/or forward these recommendations to the Faculty Senate for consideration and action by the Faculty. Faculty actions regarding compensation are expressions of its philosophy and preferences, presented as recommendations to the University Administration for implementation.
- b. In order to carry out this responsibility, the Committee will:
 - i. Develop, periodically review, and present to the Faculty for its consideration a philosophy of compensation
 - ii. Research compensation practices and salaries at comparable higher education institutions
 - iii. Develop an equitable plan for faculty compensation, which might include, but is not limited to such items as:
 - (1) title/job descriptions (especially work expectations beyond teaching);
 - (2) relevant qualifications and experience;
 - (3) market factors in hiring and retention;
 - (4) investing in University priorities (e.g., tenure track faculty);
 - and
 - (5) maintaining our commitment to providing competitive wages and benefits.
 - iv. Present the Faculty with one or more recommendations about how any changes in the faculty compensation pool should be allocated in the next budget year.
 - v. Address any additional items requested by Senate Committee on Faculty Personnel Policies or the Faculty Senate.
- c. Each year, not later than July 1, the Committee will submit to the Senate Committee on Faculty Personnel Policies and the Faculty Senate an annual report of the Committee's activities.

Added May 2015

9.2.6 ~~5. A. 4. b.~~ Academic Affairs Committee

1. Membership:

This Committee will consist of eleven voting members: the **Academic Deans** ~~Dean of the College~~ or designee, nine members of the Faculty, and a student selected by the student government. The Registrar, the Library Director, a person from the Student Affairs Office (chosen by Student Affairs), a person representing an international program of the University (chosen by the **Director of Global Initiatives and Off-Campus Study** ~~Dean~~), the Director of Academic Advising, and the Director of the Center for Service, Work, and Learning will be advisory members.

Faculty elected to this Committee will serve two-year overlapping terms, with four (three divisional representatives and one at large) members chosen to begin terms in the fall of even-numbered years and five (three divisional representatives and two at large) in odd-numbered years. The Faculty Senate will nominate at least one candidate for each opening on the Committee; additional nominations may be made from the floor prior to voting. Each member of the Faculty may vote for as many candidates as there are openings, and the number of candidates receiving the most votes will be declared elected, provided, however, that at least one member of each academic division is included in the new Committee membership. If a division would not be represented among the continuing or newly elected members through this process, the member of that division receiving the most votes will be declared elected, together with others receiving the highest vote counts sufficient to fill the vacancies.

2. **Functions and Responsibilities.**

- a. The Academic Affairs Committee will be entrusted with the general oversight of the academic program. Accordingly, its areas of concern will include, but not be limited to, matters of curriculum and academic planning, requirements for admission and graduation, grading, academic calendar, academic policies, international education, and evaluation of the academic program. The Committee will review, develop, and take action on proposals relating to marginal modification of current curricular and academic policy; it will review policies and standards of admissions, taking action relating to marginal modification of such policies and standards. Actions of the Committee will be reported to the Faculty and to the Faculty Senate. Recommendations, proposals and questions involving major or fundamental changes in these matters will be transmitted by the Committee to the Faculty and to the Faculty Senate.

~~a. The Committee will establish a subcommittee designated the Academic Affairs Subcommittee on Weekend College.~~

~~1. Membership~~

~~Academic Affairs will elect four voting members, one from each of the three academic divisions, to be voting members of the Weekend College Subcommittee. A current member of the Academic Affairs Committee will be the fourth faculty member. These faculty members will have two year terms, not to exceed two terms in succession. The terms will be staggered. In addition, one Weekend College student elected by the Weekend College student body and the Director of Weekend College will be voting members. One Weekend College staff person will be an advisory member.~~

~~2. Responsibilities~~

~~a.) The Committee will study the needs and problems peculiar to Weekend College and make policy recommendations to Academic Affairs which will be reported to the Faculty and the Faculty Senate.~~

~~b.) Policy recommendations which are not related to the academic program will be made to the Faculty Senate for transmission to the Faculty.~~

- b. The Committee may, at its discretion, create subcommittees to study particular issues and to make recommendations to the Committee.
- c. Each year, not later than July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

9.2.7 Technology Enhanced Learning Subcommittee of Academic Affairs

1. Membership:

This committee will consist of at least one academic dean, the Director of Online and Blended Learning Pedagogies, five members of the Voting Faculty. An e-learning representative (chosen by Information Technology) and a representative from the Office of Student Affairs (chosen by Student Affairs) will be advisory members.

The Academic Affairs Committee will appoint at least one of its members and other faculty members for a total of five committee members from the Faculty. All academic divisions of the University will be represented. The Academic Affairs Committee member's term of office will be one year. The term of office for the remaining faculty members will be two years with overlapping terms, representatives of the Division of Social and Natural Sciences and the Division of Professional Studies to be appointed in odd-numbered years and the representative of the Division of Fine Arts and Humanities and one at-large representative to be appointed in even-numbered years. At least one faculty should come from a department with a graduate program and one connected with a program in the Adult University Program.

2. Functions and Responsibilities:

- a. The Technology Enhanced Learning Subcommittee will serve in an advisory capacity to academic leadership and to faculty in considering issues surrounding existing and emerging technologies and the implications for teaching, learning, and support services. Its purpose is to make recommendations regarding institutional strategies to enhance quality teaching and learning online and through the use of technologies and reinforce the development of a technologically unified university through achievement of the following responsibilities. It may also be a group that the Academic Affairs Committee and Graduate Academic Affairs Committee, and/or other faculty committees consult with in reaching policy decisions.
- b. The committee reports to the Academic Affairs Committee, the Graduate Academic Affairs Committee and to Faculty Senate.
- c. Each year, not later than July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

9.2.8 ~~6-c~~ Student Standing Committee

1. **Membership:** This committee will consist of seven members: the Registrar, the Director of Undergraduate Admissions, the Chief Student Success Officer, the Director of Academic Enrichment, and four additional members of the Faculty. Other staff members may be invited to provide feedback (e.g. Director of Student Accounts, Director of Advising, etc.)
2. **Functions and Responsibilities.**
 - a. Faculty elected to this committee will serve two-year overlapping terms, with two members chosen each spring. In even-numbered years, the Faculty Senate will nominate at least one person from the Division of Fine Arts and Humanities and at least one from the Division of Natural and Social Sciences. In odd-numbered years the Faculty will nominate at least one person from the Division of Professional Studies and one at large faculty member. Additional nominations of persons from the designated divisions may be made from the floor. Each member of the Faculty may vote for one candidate from each division, and the candidate from each division with the plurality of votes among candidates from that division will be declared elected.
 - b. The Student Standing Committee will consider academic success and failure in the context of enrollment and readmission standards. ~~study problems of admissions and student standing and~~ It will, as appropriate, recommend to the Faculty, and to the Faculty Senate, and to the administration, policy changes affecting student standing. It will, ~~through separate subcommittees,~~ interpret the application of rules concerning admissions and student standing, apply them to individual cases, and decide on action to be taken on student petitions for special consideration submitted by students. Appeals of academic suspension will be decided by a subcommittee. Appeals to action taken by the Student Standing or its subcommittees will be go to the appropriate Academic Dean of the College of Chief Academic Officer.
 - c. Each year, not later than July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

9.2.9 ~~7-d~~ Admissions and Enrollment Committee

1. **Membership:**

This committee will consist of three voting members: the Chief Academic Officer ~~Dean of the College~~ or designee and two members of the faculty. The Director of Admissions will serve as an advisory member.

Faculty elected will serve two-year overlapping terms, with one member chosen each spring for service in the following academic year. The two faculty members will not be from the same division.

2. **Functions and Responsibilities.**

- a. The committee will execute admissions policy for individual undergraduate applicants. In addition, the committee will consider issues of admissions and enrollment, confer with the Academic Affairs Committee (AAC) in the case of changes in admissions criteria or procedure, and recommend policy changes to AAC, to Faculty Senate, and, through Senate, to the full Faculty.
- b. Each year, not later than July 1, the committee will submit to the Faculty Senate an Annual Report of the committee's activities.

9.2.10 8-e. Faculty Development Committee

1. Membership:

This committee will consist of the ~~d~~Director of ~~f~~Faculty ~~d~~Development, who will chair the committee, and ~~eight~~ ~~seven~~ other members: the ~~Chief Academic Officer~~ ~~Dean of the College~~ or designee, the ~~Academic Deans~~ ~~Associate Dean~~, the designated Internal Evaluator (selected from the Faculty Development Evaluation Committee), and four elected members, one from each academic division and one at large.

Faculty elected to this committee will serve two-year overlapping terms, with two members chosen each spring. In even-numbered years, the Faculty Senate will nominate at least one person from the Division of Fine Arts and Humanities and at least one from the Division of Natural and Social Sciences. In odd-numbered years, the Faculty Senate will nominate at least one person from the Division of Professional Studies and one at large. Additional nominations of persons from the designated divisions may be made from the floor. Each member of the Faculty may vote for one candidate from each division, and the candidate from each division with the plurality of votes among candidates from that division will be declared elected.

2. Functions and Responsibilities.

- a. The Faculty Development Committee will establish basic policies for the Faculty Development program and oversee the administration of the program. It will evaluate applications for grants under the program, review and approve all individual faculty development projects under the program, and will, as opportunity arises, participate in the writing of grant proposals which may contribute to the continued funding of the program from external and internal sources and engage in language planning. The committee may make recommendations to the Faculty via the Faculty Senate.
- b. In the discussion and evaluation of applications for major competitive individual grants, the Director will step down from the chair and serve as a staff person. Another committee member will chair the meeting. A member of the committee who has applied for an individual grant will be absent from the session at which the awarding of those grants is made.
- c. Each year, not later than July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

9.2.11 9-f. Committee on Tenure and Promotion

1. **Membership:** This committee will consist of seven tenured voting members of the teaching faculty who are in at least their third year at Augsburg. Each of the three divisions will be represented by at least two members; division representatives must be from different departments. There will be one at large member. Senate should be cognizant of scholarly practices of various disciplines when making nominations for this committee. The **Chief Academic Officer** ~~Dean of the College~~ will be a non-voting member and will not be present for the vote. Committee members will be appointed by the Faculty Senate, subject to faculty ratification, in the spring of the academic year preceding the beginning of their service. Terms of office will be two years, staggered to permit three divisional appointments each year and the at large member in odd years.

2. **Functions and Responsibilities.** It will be the task of this committee to:

a. Make recommendations to the **Chief Academic Officer** ~~Dean of the College~~ concerning individual members of the Faculty in matters of reappointment, promotion, third year review, and tenure. In carrying out this task, the Committee:

i. Will develop carefully constructed implements of faculty evaluation which give weight to a variety of relevant factors, as specified in the Augsburg University Faculty Handbook. Decisions of the Committee will be made by a majority vote of the membership, i.e. at least four concurring votes, based on a secret ballot. The Committee will provide the **Chief Academic Officer** ~~Dean~~ with a written rationale for its decision.

ii. Participate in proceedings of dismissal for cause as specified in amended Article I, Section D, of the By-Laws.

b. Each year, not later than July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

c. Confidentiality

The Committee on Tenure and Promotion normally conducts closed discussions. The review documents are confidential at all times. Only those people formally involved in the review process, and acting within the scope of their responsibilities, may view the review documents.

9.2.12 10-g. Institutional Review Board (IRB)

1. **Membership:** Voting members of this committee will be appointed by the **Chief Academic Officer on advice of the IRB chair** ~~Academic Dean~~ for 2-year overlapping terms and in accordance with Federal Policy guidelines. The IRB will consist of ~~nine~~ **seven** qualified members from a variety of disciplinary backgrounds, from both scientific and non-scientific

disciplines and, to the extent possible, inclusive of gender, race, and cultural background. One member must not be affiliated with the University. In addition, the **Chief Academic Officer** ~~Dean~~ may appoint one additional voting student member for a 1-year term; the student member's specific duties will be defined by the chair.

2. **Functions and Responsibilities.**

a. Procedures of the IRB are defined by Federal Policy. The IRB will schedule meetings at regular intervals as the workload demands.

b. All research which involves human subjects and which is conducted under the auspices of Augsburg by Augsburg faculty, staff, or students is subject to Augsburg policy guidelines and IRB review. It will be the task of the IRB to review proposals and advise researchers in the development of appropriate research practice in four areas related to human subject protection, as dictated by federal guidelines:

- (A) Risk/benefit analysis
- (B) Subject selection
- (C) Informed consent procedures
- (D) Subject debriefing

The responsibility of the IRB is to identify circumstances which may put the subject at risk and to advise the researcher to remedy such problems.

The IRB will not act to endorse a research topic or to assess the appropriateness of research methodology (It is recommended that researchers without research education avail themselves of guidance from other resources in order to conduct methodologically-sound research.).

c. All research which involves human subjects and which is conducted under the auspices of Augsburg by Augsburg faculty, staff, or students is subject to Augsburg policy guidelines and IRB review.

Following Federal guidelines, "research" is defined as "a systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalized knowledge." "Subject" is defined as "a living individual about whom an investigator (whether professional or student) conducting research obtains (1) data through interaction or intervention with the individual, or (2) identifiable private information. Such private information includes information about behavior that occurs in a context in which an individual can reasonably expect that no observation or recording is taking place, and information which has been provided for specific purposes by an individual and that individual can reasonably expect will not be made public. Private information must be individually identifiable in order to constitute research involving human subjects."

The following list provides some examples of the types of research which this policy is intended to cover:

- Professional research of faculty or staff which will feasibly result in information for the wider academic, professional, or general population.
- Student-generated research, including Masters thesis work, Honors projects, class assignments in which data are collected from non-members of the class. For class assignments which are repeated, course approval can be renewed annually.
- Needs assessment or evaluation data gathered to provide information to persons outside the Augsburg community.

The following **list provides some examples of the** types of ~~activities~~ **research which** are not intended to fall under this policy:

- Non-intrusive observation of subjects in public settings.
- Data-gathering from class members for classroom purposes (class exercises, examples).
- Needs assessment or evaluation data intended to remain within the Augsburg community and not circulated on the website, in written documents, or in public presentations.

If a question arises regarding whether a particular study requires IRB approval, the question should be submitted to the IRB Chair for review. Final determination will be made by the IRB Chair.

d. Responsibility of the researcher

The ultimate responsibility for treatment of human research subjects rests with the researcher and with Augsburg University. The IRB exists as a safeguard to promote ethical and responsible treatment of subjects. The individual faculty or staff member who conducts, supervises or sponsors research activity is responsible for adhering to all IRB policies and procedures. Responsibility for student-conducted research rests with the official sponsor of that research (supervisor, instructor, or advisor of the student).

This responsibility includes:

- (A) guidance of the project through the IRB review process
- (B) assessment of risk
- (C) co-development of informed consent procedures
- (D) acknowledgment to subject(s) of co-responsibility for the research.

The researcher will also refer to and adhere to ethical principles defined by the researcher's discipline.

Noncompliance with this policy may lead to disciplinary action.

e. Subject grievances will be heard through the established grievance channels on campus.

f. United States federal guidelines for an IRB are incorporated as part of this policy and apply except to the extent that the Augsburg University policy expressly contradicts them. It is the responsibility of the **Chief Academic Officer** ~~Dean of the College~~ to make sure that the IRB chair is adequately informed of federal guidelines and that the IRB adheres to them.

Updated October 2014

9.2.13 ~~H~~ **i. Assessment Committee**

1. Membership:

- a. This Committee will consist of eleven members:
 - i. The **Director of Assessment** ~~Associate Dean for Faculty Affairs~~, who will chair the committee
 - ii. Five faculty representatives, one from each division, one from a graduate program, and one at large,
 - iii. A faculty member of AAC, appointed by AAC,
 - iv. ~~The Director of Assessment~~, **A representative from the Office of Academic Affairs, appointed by the Chief Academic Officer or designee,**
 - v. ~~The Associate Dean for~~ **A representative from the Office of Student Affairs, or designee appointed by the Vice President of Student Affairs,**
 - vi. A member representing the Center for Service, Work and Learning, appointed by the Director of the Center.
 - vii. A student appointed by the Student Senate.

A Subcommittee will serve as a working team with the ~~Associate Dean for Faculty Affairs~~ **Director of Assessment** for the purpose of analyzing, summarizing, and disseminating assessment reports. A majority of the working team will be faculty.

b. Divisional representatives will serve two-year overlapping terms, with two members chosen each spring. In odd-numbered years, the Faculty Senate will appoint one person from the Division of Professional Studies and one from the Division of Natural and Social Sciences. In even-numbered years, the Senate will appoint one member from the Division of Fine Arts and Humanities and one at large member. In even-numbered years, the Senate will appoint the graduate representative, who will serve a two-year term. These appointments are subject to faculty ratification. The other members of the committee will be appointed as indicated above on an annual basis.

2. Functions and Responsibilities.

- a. The Assessment Committee will:
 - i. Oversee the assessment of student learning in University academic programs,
 - ii. Coordinate the assessment of student learning in University co-curricular programs,
- c. Give advice regarding:
 - Developing and implementing assessment plans;
 - Involving faculty, staff and students in assessment;

- Identifying and recommending resources the University needs to successfully conduct assessment;
- Monitoring implementation and changes in assessment plans; and
- Organizing workshops/activities for exchange of assessment ideas and for updates of department assessment plans.

b. The Assessment Committee will make its reports and recommendations available to the Faculty Senate for review and, if appropriate, further action. The Senate may also pass recommendations of the Assessment Committee on to appropriate standing committees when further action is deemed necessary.

c. Each year, not later than July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

November 23, 2004

9.2.14 ~~12~~ Graduate Academic Affairs Committee

1. Membership:

a. This Committee will consist of the following voting members: **one representative from each graduate studies department and one at-large faculty member.** ~~The Dean of Professional Studies, the University the College or Dean's Academic Affairs Committee designee, the Associate Dean of Adult Programs, one representative from each graduate degree program, one at-large faculty member, and at-large graduate student representing all graduate students.~~ The Registrar, the Library Director, and the Director of Graduate Recruitment will be advisory members.

b. Faculty elected to this committee will serve two-year overlapping terms, with half of the program representatives chosen to begin terms in the fall of even-numbered years and the other half in odd-numbered years. If there should be an odd number of graduate program representatives, the additional representative will be elected in an even-numbered year. The at-large member will be elected in the odd-numbered year. **Faculty nominations to this committee will be put forward to the Faculty Senate by each represented graduate degree program. Any faculty member of a graduate program may also put forward their name to stand for Senate approval and full faculty election. The ballot of nominees will then be presented by the Senate to the faculty for a vote of approval.** ~~The Faculty Senate will nominate at least one candidate for each opening on the Committee; additional nominations may be made from the floor prior to voting. Each member of the Faculty may vote for as many candidates as there are openings, and the number of candidates receiving the most votes will be declared elected, provided, however, that at least one member of each graduate program is included in the Committee membership. If a graduate program would not be represented among the continuing or newly elected members through this process, the member of that program receiving the most votes will be declared elected, together with others receiving the highest vote counts sufficient to fill the vacancies.~~

2. **Functions and Responsibilities.**

- a. The Graduate Academic Affairs Committee will be entrusted with the general oversight of the **all** graduate academic programs. Accordingly, its area of **oversight concern** will include, but not be limited to, matters of curriculum **structural integrity and standards of quality**, ~~and academic planning~~, requirements for admission ~~and graduation~~, grading **standards**, academic calendar, academic policies, **study away and abroad international education**, and evaluation of the academic program. The Committee will review, **critique**, ~~develop~~, and take action on proposals relating to marginal modification of current curricular and academic policy. ~~; it will review policies and standards of admissions, taking action relating to marginal modification of such policies and standards. Actions of the Committee will be reported to the Faculty and to the Faculty Senate.~~ Recommendations, proposals and questions involving major or **fundamental substantive** changes in these matters will be ~~transmitted~~ **submitted** by the Committee to ~~the Faculty and to the Faculty Senate.~~
- b. The Committee may, at its discretion, create subcommittees to study particular issues and to make recommendations to the Committee.
- c. Each year, not later than July 1, the Committee will submit to the Faculty Senate an Annual Report of the Committee's activities.

9.3 Article III. Departmental Organization

1. Department Membership Defined:

A faculty person is a member of the department responsible for ~~her or his~~ **their** tenure, promotion ~~or~~ **and** review, regardless of the faculty member's FTE load within the department.

2. Department Voting Eligibility

Department members are eligible to vote in appropriate department decision and elections if they are tenure or **special appointment** non-tenure track faculty who receive a full salary or a pro-rated portion of a full salary. Tenured faculty in phased retirement may also vote in department meetings.

3. Department Chair

Departments are led by department chairs as proscribed in this section and Section 3.5. A department may only be led by a department chair selected in the manner proscribed in this section and Section 3.5.

A. Eligibility to Serve as Chair

Normally, any tenured member of a department is eligible to serve as Department Chair.

B. Selection Process for Chair

A Department Chair will be selected by written secret majority vote of the eligible members of the department, and subject to the approval of the President and ~~Dean of the College~~ **Chief Academic Officer**. The Chair will be selected during the fall term preceding the academic year when the position will be open. The Chair will serve a three-year term **four weeks before the start of fall classes** and, under normal circumstances, will be limited to two consecutive three-year terms.

C. Vacancy of Chair

Should the office of Chair become vacant while more than one year of the term remains, the above selection procedures, outlined in 9.3.3.B, will be followed to fill the office for the remainder of the term.

D. Acting Chair

The ~~Dean~~ **Chief Academic Officer** may appoint an Acting Chair **selected from the Voting Faculty** to serve for a period of not more than one year **with no reappointment as Acting Chair**, when one of the following circumstances occurs: (1) The office becomes vacant with one year or less of the term remaining; (2) The Chair is on leave; **(3) The department faculty are unable to elect a chair;** or ~~(34)~~ the department and the ~~Dean~~ **Chief Academic Officer** fail to agree in the selection of the Chair.

E. Removal of a Chair

The Chair may be removed by the **Chief Academic Officer for unsatisfactory performance of the duties of department chair** ~~President for cause~~, or subsequent to a written secret vote of no confidence by two-thirds of the departments' **Voting Faculty members**, subject to the acceptance of the decision by the **Chief Academic Officer** ~~Dean of the College~~. ~~The Committee on Tenure and Promotion will have procedures which respect due process and are stated in the Augsburg University Faculty Handbook for resolving possible conflicts arising from removal of a Department Chair (see section 3.5.5 for detailed procedure).~~

9.4 Article IV. Amendment of By-Laws

The By-Laws may be amended by a majority of the voting faculty, a quorum being present, provided that written notice was given and provided further that the proposed amendment to the By-Laws was submitted at the previous meeting. All amendments must be approved by the Board of Regents. Such approval or rejection will be given within a period of six months after passage of the proposed amendment by the Faculty.