

## **Statement on Unit Governance**

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The following principles and procedures shall be observed by all departments and programs (“units”) within the Dietrich School of Arts and Sciences. They are to be considered minimal guidelines; particular units may elect to adopt more detailed statements of governance.

### **General**

Chairs and program directors (“unit heads”) shall act in concert with their respective faculty. They shall seek the opinion and advice of their colleagues. Unit heads may make determinations contrary to such counsel; but, if they do so, there arises a duty to account for their reasons—both to the unit and to senior administration. Unit heads shall fully disclose the nature and extent of their disagreement with faculty opinion.

Unit heads serve as representatives of their respective faculties to the administration and therefore their authority should be perceived as primarily derived from the faculty. To be effective, a unit head must exhibit qualities of intellectual leadership, devotion to scholarship, and academic excellence and concern for growth and development of the unit. Unit heads should be mindful that they earn the respect of their colleagues by demonstrating these qualities of leadership and not by instilling fear or by setting unit members against one another. A productive academic environment requires a leader who is consistently self-controlled and who has a considerable capacity for tolerance and empathy.

### **Unit Bylaws**

It is essential that faculty understand how their units operate, particularly at a university where faculty reflect varied origins, backgrounds, and educational experiences, and effective and open unit governance structures allow faculty (and students, where appropriate) to participate fully in the decision-making process in their teaching units.

Units are required to create, publish, and maintain a set of bylaws consistent with Dietrich School of Arts and Sciences Bylaws, University Bylaws, and University Policies and Procedures that, at a minimum, address the functions listed below:

- Mission and Vision Statement

- Recommendations to the Dean regarding Chair or Program Director appointments
- Conduct of unit business, including meetings
- Voting (who is eligible to vote and for which processes)
- Meaningful participation of faculty in unit governance
- Determination and staffing of undergraduate and graduate curricula and requirements, including new course approval
- Unit administration (PBC and other standing committees; major administrative positions)
- Unit procedures appropriate for faculty processes and actions
- Process by which the unit bylaws are amended

### **Consultation on major issues**

Faculty members and, when appropriate, graduate students and undergraduate majors shall be consulted on all academic issues involving the unit, such as appointments, promotions, curriculum, program requirements, academic priorities, general policies concerning course and committee structures and responsibilities; TTS and AS faculty shall take the lead on curricular issues.

### **Faculty appointments and promotions**

In recommending faculty appointments and promotions, the unit head shall furnish the Dean with evidence concerning the extent to which members of the unit favor or oppose the prospective appointee.

### **Accountability and term of office**

Since the faculty is accountable to the unit head and the Dean, in turn the unit head shall be accountable to the Dean and to the faculty of their unit. Following a recommendation from the faculty, the Dean shall appoint unit heads for a specified maximum period of time not to exceed five years. They are eligible for reappointment following an appropriate review. A secret ballot shall be used to determine the balance of faculty judgment in matters of appointment and reappointment of unit heads; a full and complete report of the faculty recommendation shall be provided to the Dean, including a distinction, if appropriate, between the views of the tenured/tenure stream and the appointment stream faculty.

The Dean shall be instrumental in arranging for this and other expressions of opinion and shall take these expressions under advisement; open discussions of unit directions and challenges are encouraged.

With regard to recommending department chairs for appointment and reappointment, tenured faculty should take the lead as they are the ones eligible to serve. All voting faculty in the unit should participate in the process.

### **Meetings**

In each Fall and Spring Term, the unit head shall call at least one meeting for which any member of the faculty may place an item on the agenda.

### **INTERPRETATIVE NOTE BY EX-DEAN J. L. ROSENBERG**

The [original of the] above document was approved by FAS Council at its meeting of December 6, 1973. The first sentence of the second paragraph under the heading General may be subject to a misleading reading. Traditionally, and by specific delegation from the Trustees and the Chancellor, departmental Faculties have a number of areas of primary responsibility, including curriculum design, instructional practice, grading and initial consideration of faculty appointments. In such matters the Chairperson is charged with representing the positions of the faculty to the administration. In other areas, including budget, personnel management, and salary practice, authority is specifically delegated from the Trustees to the Chairperson through an administrative chain including the Chancellor, Provost, and Dean. The Bylaws of the University, for example, particularly charge the Chairperson with making a recommendation on faculty personnel matters separate from the recommendation of the departmental faculty. In short, the concept of authority in the University structure is a complex one, involving different roles for various components in the institution with the ultimate legal locus in the Board of Trustees.