

**BYLAWS  
of the  
CONSTITUTION OF SOUTHERN OREGON UNIVERSITY FACULTY**

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**Section 4. Secondary Academic Divisions**

As herein used, "Secondary Academic Divisions" means academic programs, centers, or other units, which normally report to a Director and are administered by a Chair or Program Director or Center Director.

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**I. Definitions**

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A "program" refers to a specified curriculum that meets undergraduate or graduate degree requirements such as major, certificate, minor, general education or other degree option (e.g. Honors, Accelerated Baccalaureate Program, concentration/option within a major or master's program, etc.); the Library is considered a "program."

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A "Chair" serves as the administrative head of one or more academic programs and normally reports to a Director.

The Provost provides a certified list of faculty who hold ongoing academic appointments (full or part-time) within programs administered by each Chair.

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A "program Director" serves as the administrative head of an academic program and normally reports to the Provost.

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A "program coordinator" is a faculty member assigned to a program to oversee curriculum, faculty evaluations, and other matters where the expertise of a faculty member within the program is critical to its success.

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A "center" is an administrative division that facilitates interdisciplinary collaboration among academic faculty or among entities internal and external to the University. Funding sources external to the campus normally support some or all of a center's operations. Centers should not replace programs, nor be an intermediary between a program and its Director, but may work in close collaboration with one or more programs.

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A "Center Director" serves as the administrative head of a center and normally reports to a Director or the Provost. A Center Director may not replace a Chair; however, this should not prohibit one individual from being appointed to both positions.

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**II. Administrative Responsibilities and Release for Secondary Academic Divisions**

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A. Administrative Responsibilities

#### 4.211

1. The Chair or Program Director leads the Secondary Academic Division in the development and implementation of its mission within the scope of the larger University mission and is responsible for the effective operation of the unit. These leaders are responsible for:
  - a. Administering matters relating to personnel, curriculum, scheduling, and budget.
  - b. Consulting with the secondary academic division faculty and/or advisory council in establishing and maintaining effective practices to accomplish the Secondary Academic Division administrative responsibilities, and
  - c. Acting as a liaison between the Secondary Academic Division and other parts of the University.

Secondary Academic Division administrative responsibilities may be delegated to elected and appointed division leadership (Chair, Program Director, and/or Program Coordinator(s)) or other division faculty following established division policies and practices. Where the bylaws directly identify the Chair, it is not meant to prohibit such delegation.

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2. Secondary Academic Division administrative responsibilities normally include the items listed below. However, not all Chairs are responsible for all of these items.
  - a. Communication:

Serve as point of contact for internal and external constituents; respond to information requests from students, faculty, administrators, staff and the general public (in person, phone, and e-mail); meet with incoming or prospective students during the regular academic year; field student and faculty questions.
  - b. Scheduling, Faculty Loading and Curriculum:

Manage course planning, course scheduling, course enrollments, teaching assignments and faculty loading in consultation with Division Director; oversee curricular development, review, and submissions, and catalog revisions.
  - c. Leadership:

In collaboration with other Division chairs, provide programmatic recommendations to the Division Director.
  - d. Program Management:

Oversee, coordinate and/or delegate responsibility for student events and activities (e.g., award ceremonies, performances and supervision of student clubs), outreach (e.g., course articulations, recruitment and admissions events), program compliance (e.g., accreditation, assessment), scholarship awards, faculty service, student workers as applicable, admissions processes as applicable, assignment of students to faculty advisors, committee assignments and degree approvals.

e. Personnel:

Evaluate faculty for annual and colleague evaluations, sabbaticals and/or promotion and tenure; oversee and/or delegate the identification, recruitment, orientation and evaluation of adjunct instructors.

f. Student/Faculty Issues:

Respond to concerns and complaints, in consultation with the Director, as appropriate.

g. Budget:

Provide budgetary recommendations to Division Director.

h. Other:

Program specific duties and special projects as needed.

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B. Administrative Release

The Collective Bargaining Agreement specifies administrative release for Chairs (see CBA Article 8). Chairs shall be allocated adequate release time for the performance of all assigned administrative duties.

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**III. Appointment of Secondary Academic Division Leadership**

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A. Chairs

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1. Term of Office For Chairs

a. The term of office for Chairs shall be three years.

b. In order to maintain continuity and experience among the group of Chairs, approximately one third of the Chairs should be elected each year.

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2. Selection of Chairs

- a. The Faculty Senate Elections Committee shall conduct all Chair elections.
- b. All Secondary Academic Division faculty members are eligible to vote and, except Directors, to be elected Chair. Incumbent Chairs shall be eligible for reelection. Those persons on leave may be nominated for, and elected to, Chair. While not required, it is recommended that Chairs hold tenure or are on a three-year, extendable contract.
- c. During the month of January, the Elections Committee shall inform the faculty of a pending election, solicit nominations and mail a ballot to each faculty member who is eligible to vote.
- d. The ballots shall contain only the names of those persons who have previously consented in writing to be candidates for the office of Chair.
- e. Faculty members who are on leave may vote in the election for Chair provided that they have informed the Provost of their correct mailing address at the time of the election and provided that the voted ballot is received by the Elections Committee within twenty (20) university days after the distribution date.
- f. Chairs shall be declared elected on the first ballot if they receive a majority of the votes cast. If no person receives a majority on the first ballot, a runoff election shall be conducted between the two contenders with the greatest number of votes.
- g. The appointment of Chairs shall be subject to approval by the President. The Chairs shall commence their term of office on June 16 following their election.

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### 3. Alternate Procedures for Selection of Chairs

- a. The President shall retain the option of appointing Chairs from the membership of an administrative unit, or Chairs may be appointed who are not currently serving on the faculty of Southern Oregon University. Presidential appointments shall be made with the advice and consent of the Secondary Academic Division faculty members concerned.
- b. Within five (5) university days of being informed by the Elections Committee of a pending election, the faculty of a Secondary Academic Division may request their Chair be chosen through an alternate procedure by filing a petition with the President and notifying the Elections Committee of the pending petition. The petition shall contain the rationale for an alternate procedure and it shall be signed by a majority of the Secondary Academic Division faculty members. The alternate procedures may include the following:
  - i. Postponing the selection of a Chair until a later date resulting in the appointment of an interim Chair by the President with the advice and

consent of the Secondary Academic Division faculty members.

- ii. Instituting a search for a Chair who is not currently serving on the faculty of Southern Oregon University.
  - iii. Choosing a Chair through a procedure that is not outlined in these bylaws.
- c. The President shall make a decision and notify the Secondary Academic Division and Elections Committee of this decision within ten (10) university days of receiving the petition.
- i. If the President approves the proposed alternate procedure, the Elections Committee shall be directed to carry out their role, if any, in that procedure.
  - ii. If the President does not approve the proposed alternate procedure, the Elections Committee shall be directed to conduct an election during the month of February in accordance with the regular election procedures.
- d. Chairs who have been appointed from off campus shall hold office for a minimum of three years before they stand for election.

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#### 4. Special Elections

- a. The Faculty Senate Elections Committee shall conduct a special election if a Chair falls vacant or if a new Secondary Academic Division is formed. The election will be held within twenty (20) university days of the vacancy. The newly elected Chair assumes office immediately upon election. Should a Chair fall vacant at a time when an election cannot be conducted by official procedure, see 4.315.
- b. Secondary Academic Divisions wishing to invoke the alternate procedure provision outlined in the preceding subsection must so notify the President and the Faculty Senate Elections Committee within twenty (20) university days of the vacancy or the notification of a resignation.
- c. Chairs elected in the interim (other than those appointed from off-campus) shall stand for election with other Chairs at the next regularly scheduled election.

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#### 5. Temporary Chairs

A Director may not act as a Chair for a period that exceeds ninety (90) university days, except in instances where it has been impossible to secure a replacement according to sections 4.314.

Should a Chair be unable to carry out Chair responsibilities for a period of more than ninety (90) university days, but not more than one year, the Director in

consultation with the Chair and Secondary Academic Division faculty members may appoint a Secondary Academic Division faculty member to serve as the Interim Chair.

Should a Chair be unable to serve for a period in excess of one year, this person must resign and be replaced.

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B. Program and Center Directors

The Provost appoints Program and Center Directors. Appointments may be made for a fixed period of time or on an ongoing basis. Program and Center Directors may be faculty members released to perform these duties or unclassified administrators assigned these duties. When a faculty member is released to serve as a Program or Center Director, this person should be provided adequate release time for the performance of these duties.

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C. Program Coordinators

The Chair, in consultation with the program faculty and Director, appoints Program Coordinators according to the established program procedure. Appointments may be made for a three-year term or on an ongoing basis. When a faculty member accepts the responsibility to serve as a program coordinator, this person should be provided adequate release time for the performance of these duties.

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**IV. Evaluation of Secondary Academic Division Leadership**

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**A. Chairs, Program Directors and Program Coordinators shall be evaluated periodically and systematically so that they:**

1. Can set goals and objectives in order to improve their effectiveness in carrying out assigned duties and to provide for professional growth.
2. Can be rewarded and recognized appropriately for excellence and/or exceptional performance (e.g., public recognition, merit pay).
3. Can receive feedback and direction regarding strengths and deficiencies, and University expectations.
4. Can work cooperatively to address deficiencies.

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**B. Evaluation of Chairs**

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1. Chairs shall be evaluated each year during winter term.

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2. The Faculty Personnel Committee, in cooperation with the Provost, shall prepare a form for the evaluation of Chairs. The evaluation form will include a scale ranking effectiveness from "Very Effective" to "Ineffective" and include responses

"Insufficient Information to Evaluate" and "Not Applicable." Chairs will be evaluated on the following or similar criteria:

- a. Is receptive to suggestions and counsel.
- b. Administers efficiently and fairly.
- c. Delegates responsibilities to faculty members as appropriate.
- d. Treats all personnel matters objectively and equitably.
- e. Encourages democratic participation in decision-making.
- f. Inspires trust and confidence among members of the unit.
- g. Leads the Secondary Academic Division in setting and achieving planning goals.
- h. Overall evaluation of the Chair as an administrator

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3. The Directors shall distribute evaluation forms for incumbent Chairs to the Secondary Academic Division faculty members each year in January.

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4. Each Director is responsible for collecting and summarizing the evaluations and discussing them with the Chair. Each Director will also prepare a written evaluation and forward it, along with the summary of faculty responses, to the Chair and the Provost.

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5. Results of the evaluation shall be confidential; the Director shall share the results with the Chair and the Provost. Faculty responses will be held in the office of the Director.

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6. A simple majority of the faculty of a Secondary Academic Division may submit an alternate form or procedure for the evaluation of their Chair by filing a petition with the Provost and the Faculty Personnel Committee on or before November 15.

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#### C. Evaluation of Program and Center Directors

The supervising Director or Provost should determine the form of this evaluation based on the structure of the division and conduct it or appoint an appropriate body to do so. Examples are advisory evaluations of administrators (3.400) and evaluations of Chairs (4.410).

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#### D. Evaluation of Program Coordinators

The Chair, in consultation with the Director, should determine the form of this evaluation based on the structure of the program and conduct it or appoint an

appropriate body to do so. Examples are advisory evaluations of administrators (3.400) and evaluations of Chairs (4.410).

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## V. Secondary Academic Division Personnel Committee

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### A. Selection of the Personnel Committee

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1. The personnel committee must have at least 3 members.

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2. The personnel committee should include representatives from programs within the Secondary Academic Division. However, in cases where this is not possible (e.g., programs with few faculty and/or programs with several faculty applying for promotion, tenure, and sabbatical at the same time), committee representatives may be selected from across the Primary Academic Division.

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3. Membership on the personnel committee is restricted to faculty who are members of the bargaining unit as defined in Article 3 (Recognition) of the Collective Bargaining Agreement, preferably with at least five (5) years of service in the Secondary Academic Division.

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4. Chairs, Directors, Vice Presidents, including the Provost, and the President are ineligible to serve on personnel committees. (In unusual circumstances, the Faculty Senate Advisory Council may waive this exclusion.)

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5. Secondary Academic Divisions will take appropriate steps to avoid impropriety and conflict of interest.

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### B. Duties of the Personnel Committee

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1. To make recommendations regarding promotion, tenure, and sabbaticals

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2. To consult with the Chair on all faculty evaluations

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3. To advise the Chair on other personnel matters, as needed

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### C. Decisions Involving Direct Benefit to Immediate Family

Faculty members should neither initiate nor participate in institutional decisions involving a direct benefit (initial appointment, retention, promotion, salary, leave of absence, etc.) to members of their immediate families.

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### D. Input to the Personnel Committee

Written input to the Personnel Committee may originate from any academic source; e.g., a faculty member, a Chair or an appropriate faculty committee. The Personnel Committee shall consider all such input and may then take one of the following two actions: (1) return all materials without comment; or (2) forward with a



recommendation, positive or negative. Should the materials be returned, the subject faculty member may request consideration at the next level of review. Once the case is beyond the Secondary Academic Division, consideration at every higher level is mandatory. The subject faculty member may withdraw consideration at any stage of the proceedings. (See section 5.210 of these bylaws.)

**End of Section 4**