

# **Internal Governance -- Structures and Practices**

Department of German and Scandinavian  
University of Oregon

## **I. Introduction**

A. The policies and procedures described in this document, which was crafted by members of the Department of German and Scandinavian, representing all ranks of the teaching faculty, are intended to be consistent with the policies of the University of Oregon, as posted by the Office of Academic Affairs, and of the College of Arts and Sciences, and with the various requirements of the Collective Bargaining Agreement between United Academics and the University of Oregon. It is understood that internal governance policy and any policies developed through internal governance, both within this unit and as specified in the CBA, are subject to the approval of the appropriate dean and the Provost or designee. The faculty retain the right of primary authority over methods of instruction, curricula matters, academic standards for admitting students, and standards of student competence in a discipline.

B. The stipulations, procedures, and processes articulated in this document may be amended or replaced by a majority vote of the TTF and Career NTTF members of the faculty. The proposed changes will be circulated to the faculty in writing at least two weeks before any meeting at which the question of changing aspects of this document is discussed with a view to attaining a decision through a vote. We retain the right to regularly revisit this document to ensure that it is congruent with the needs of the department, the students, and the University.

C. Meetings in German and Scandinavian are run on a consensus model. The Department Head or committee chair will facilitate meetings with the aim of building a consensus to arrive at a decision. When consensus is not possible, an issue will be decided by a vote won with a majority, unless otherwise specified.

## **II. Department Head**

A. Appointed in accordance with CAS procedures by the CAS Dean for three- year terms; generally a faculty member holding the rank of Professor, although an Associate may serve if this is needed or desired by the department. Candidates for the headship will serve on a voluntary basis.

B. The TTF and regular Career NTTF (see definition in Section VII.1.d) will meet with the Dean and the Associate Dean of the Humanities to discuss procedure. After meeting with the deans, the faculty will discuss their priorities and concerns regarding the headship. It is here that the candidate or candidates will be chosen, and a faculty volunteer (who is not a candidate) approved by consensus will collect faculty opinions and possible reservations. This faculty member will communicate with the Dean's office about the opinion of the departmental faculty. Each faculty member also has the option of communicating his or her opinion to the Dean's office individually. This process will be kept confidential.

C. The Office Manager then organizes a blind-ballot vote by the TTF and regular Career NTTF after the meeting of departmental faculty with the deans. The results will be conveyed to the voting faculty. The person writing the report will

include the results of the vote in the report. The Dean usually interviews the candidate or candidates before announcing a decision.

D. Responsibilities: Administration of the Department, implementation of policies, oversight of all essential departmental business, including: the budget and financial concerns; annual course planning (including determination of faculty member teaching loads within the limits of departmental norms); hiring; promotions and tenure; performance reviews on all levels; determination of merit and equity raises; ongoing curricular review; recruitment of students and faculty; graduate and undergraduate program requirements; assessment; meeting with donors; office space allocation; invited speakers and conferences; convening and leading Department faculty meetings when, in her/his judgment, and/or at the prompting of the faculty (TTF and/or NTTF), important departmental matters need to be discussed and voted upon (as a rule, dept. fac. meetings are held on Wednesdays from 3:30 p.m. to 5:00 or 5:30 p.m., when no German or Scandinavian courses meet). At Department faculty meetings, minutes will regularly be recorded, generally by faculty members, who will take turns fulfilling this role. The department head, or a designated individual, is responsible for documenting decisions made by department committees and at department meetings and archiving them appropriately. Access to these decisions will be readily available to all TT and Career NTT faculty members. Please note that as per our departmental culture, curricular matters, course planning, student recruitment, inviting speakers, conference organization, and matters of common concern will be discussed with the faculty, who can choose to weigh in on the matter at hand.

E. Feedback: At the end of each Spring Quarter the Office Manager will solicit comments on the Department Head's performance from tenure-track faculty, non-tenure-track faculty, and graduate students, and provide these comments in anonymous form to the Department Head at the end of Spring finals period. The purpose is to give the Department Head an opportunity to adjust her/his performance mid-term in order to accommodate, where possible, the desires and concerns of the faculty and graduate students. The spirit of the comments should be constructive, rather than destructive, as the point is to improve the functioning of the Department.

### **III. Other Administrative Officers**

#### **Introduction: Conditions of Appointment**

A. Administrative Officers other than Department Head are appointed by the Department Head.

B. In general, appointments are for renewable three-year terms beginning in the second year of a given three-year Department Head term.

C. In the case where one of the Administrative Officers other than the Department Head becomes Department Head, that Officer's replacement will ordinarily serve as an interim appointment for the remainder of the term, and be eligible for appointment to an additional three-year term upon completion of the interim period.

#### **Description of Responsibilities**

#### *A. Director of Undergraduate Studies (DUS)*

The primary responsibilities include administering and promoting the undergraduate programs, including advising majors and minors; tracking progress toward degree completion; chairing the Undergraduate Curriculum Committee; supervising the Honors Program, supervising the assessment of undergraduate programs, overseeing the selection of students for scholarships; attending UO new and transfer student advising sessions during the academic year; coordinating with the Registrar on undergraduate matters. The DUS will also pay close attention to the needs of the undergraduate program and when necessary initiate innovation and development. This position will be filled by a TTF faculty member.

1. German: carries out the above-mentioned duties with regard to the German side of the department; leads the advising workshop each term for all majors.
2. Scandinavian: carries out the above-mentioned duties with regard to the Scandinavian side of the department.

#### *B. Director of Graduate Studies (DGS) -- German*

The primary responsibilities include administering and promoting the graduate program. Oversight of all graduate-program business includes the following: recruitment; review of graduate applications and decisions on admission of applicants (in consultation with the faculty defined here as TTF and the German Language Coordinator); communications with applicants in the period between admission and arrival; supervision of mentoring; running the Graduate Curriculum Committee; coordinating the Dissertation Writing Colloquium; overseeing the selection of students for scholarships; supervising the assessment of graduate programs; supervising the progress of graduate students through the program toward degree completion and success on the job market, professionalization, in academic and institutional terms. In addition, the DGS will participate in the implementation of the GDRS in cooperation with the Department Head and the language coordinator. This position will be filled by a TTF faculty member.

#### *C. International Liaison*

This new and experimental Administrative Officer's position will be maintained only if it generates significant enhancement from external sources and/or the augmentation of our teaching faculty through international funding of Visiting Faculty members. Our understanding of enhancement also pertains to the cultivation and sustaining of international research, teaching collaborations, and exchanges. The department will assess the outcomes generated from this position annually. This position will be filled by a TTF faculty member.

#### *D. Language Coordinators*

Responsibilities: to oversee and revise, where necessary, the given language programs, in consultation with departmental faculty and Department Head.

1. German: The German language coordinator, in consultation with the faculty in German and the Department Head, is responsible for the implementation of the German language program in general, and his or her specific duties include: working with the Department Head on the assignment of GTFs and instructors to

specific language courses; coordinating quizzes, exams, and syllabi in multi-section courses; coordinating the language proficiency examinations; mentoring of the Graduate Teaching Fellows teaching German, including teaching evaluations and pedagogical guidance; and representing the German program on related college and university committees and outreach programs. The coordinator will also lead regular meetings with the GTFs and instructors under his or her supervision.

2. Scandinavian: The Scandinavian language coordinator, in consultation with the faculty in Scandinavian and the Department Head, is responsible for the implementation of the Scandinavian language program, and overseeing any GTFs who may be assigned to language classes.

#### **IV. Standing Committees**

##### **Introduction: Conditions of Appointment**

A. All standing committees are appointed by the Department Head, in consultation with the appointed faculty.

B. All standing committees are constituted for one year at a time.

C. Multiple terms of service are understood to be at the discretion of the Department Head in consultation with the faculty. Our custom has been that the Department Head attempts to allocate an equitable workload. He/she constructs a preliminary draft of committee membership, sends a copy to the faculty for review, and upon soliciting the responses of the faculty, assigns committee work.

##### Descriptions of Committees

###### *A. Undergraduate Curriculum Committee*

1. Membership guidelines: DUS of German plus one faculty member from German, two from Scandinavian, and Department Head (ex officio).

2. Responsibilities include ongoing review of undergraduate curricula in German and Scandinavian, and the requirements for majors and minors. The committee addresses all curricular issues including the regular course offerings, the implementation of general education courses, and the needs of the language programs. It is responsible for the oversight and implementation of proposals for new courses and supervision of assessment procedures. Innovations in the undergraduate program will be discussed first in this committee and then brought forward to the faculty as a whole. Membership in this committee is open to both TTF and NTTF.

###### *B. Graduate Curriculum Committee*

1. Membership guidelines: DGS, plus two TTF faculty members from German, and Department Head (ex officio). Members of the Scandinavian section who have taught graduate courses in the department are also eligible to serve.

2. Responsibilities include ongoing review of graduate curriculum in German, as well as admissions requirements and assessment procedures. Innovations in the graduate program will be discussed first in this committee and then brought forward to the faculty as a whole. Membership in this committee is restricted to TTF.

###### *C. Tenure and Promotion Committees*

1. Membership guidelines: At the start of each academic year, the Department Head appoints a three-person committee of TTF for each instance of tenure and/or promotion. Members must have minimal rank of tenured Associate Professor for cases of tenure and promotion to the Associate rank; they must have the rank of Professor for cases of promotion to Professor. The same rank criteria for committee membership that apply to promotion from Assistant to Associate Professor apply to third-year contract renewals for Assistant Professors. *A promotion review committee should include tenure-track and tenured faculty and, where possible, Career NTTF at or above the rank sought by the candidate.*

2. Each committee provides a report to the Department Head based on the evidence provided in the tenure and promotion packet, and makes recommendations in accordance with the Guidelines for Tenure Review and Promotion of the Department of German and Scandinavian.

#### *D. Promotion Committees*

1. Membership guidelines: At the start of each academic year, the Department Head appoints a three-person committee of TTF and Career NTTF for each instance of promotion. Voting on promotion is restricted to those in the same rank to be attained or higher. *The promotion process will include a promotion review committee which should include tenure-track and tenured faculty and, where possible, Career NTTF at or above the rank sought by the candidate."*

2. Each committee provides a report to the Department Head based on the evidence provided in the promotion packet, and makes recommendations in accordance with the Guidelines for NTTF Review and Promotion of the Department of German and Scandinavian.

#### *E. Post-Tenure Review Committees*

1. Membership guidelines: At the start of each academic year, the Department Head appoints a three-person committee of tenured faculty at the rank of full professor for each instance of 6th-year post-tenure review. Outside members may be invited to participate in this review if needed.

2. Each committee provides a report to the Department Head based on the evidence provided in the post-tenure review materials, and evaluates the given faculty member in accordance with the Guidelines for Tenure Review and Promotion of the Department of German and Scandinavian.

#### *F. German and Scandinavian Studies Committee:*

Membership: all interested faculty members are eligible for membership on these committees, from within the Department of German and Scandinavian and across the faculty of the University of Oregon. Membership is open to both TTF and NTTF.

#### *G. Graduate Student Representative Committee*

Two graduate students, elected by the graduate students as a whole, to attend selected faculty meetings each year and to meet at least annually with the Department Head to present graduate student concerns.

## **V. Individual Service Appointments**

### **Introduction: Conditions of Appointment**

#### **A. Same conditions as standing committees (see above)**

### **Descriptions of Service Appointments**

*A. Affirmative Action Representative:* appointed by the Department Head in consultation with the Faculty. The departmental affirmative action representative serves as a resource for questions and concerns about equal opportunity and prohibited discrimination or harassment.

*B. Delta Phi Alpha/Spring Celebration Coordinator:* appointed by the Department Head. The Delta Phi Alpha Advisor serves as the liaison between the Delta Phi Alpha Society and the undergraduate students. The Spring Celebration Coordinator plans, coordinates, and hosts the Department's Spring Celebration. Responsibilities include budgeting, establishing timeline, selecting speakers and performances, devising program and overseeing program production, coordinating mailings (including invitations to donors and friends of the department), selecting and reserving event site, arranging for catering and equipment, determining Delta Phi Alpha membership eligibility, allocating gifts and certificates, running the award ceremony.

*C. Library Liaison:* appointed by the Department Head. Communicates with library staff in charge of German and Scandinavian collections. Oversees acquisitions, including the standing order for German authors, petitions for Scandinavian titles, and coordination of departmental requests for the annual Stanley B. Greenfield Awards.

*D. Outreach Coordinator:* appointed by the Department Head. Coordinates outreach activities, maintains and develops connections with alumni and friends of the department.

*E. Study-Abroad Program Advisors:* appointed by the Department Head at the start of each academic year. Advisor responsibilities include collaboration with Office of International Affairs on study-abroad programs, recruitment of students to these programs, and the advising of those students upon their admission into a study-abroad program.

1. Germany, Austria, Switzerland

a. Graduate: advises students about opportunities to study abroad and evaluates transfer credits from abroad; collaborates with Office of International Affairs. This is typically one of the duties of the DGS.

b. Undergraduate: advises students about opportunities to study abroad and evaluates transfer credits from abroad; this is typically one of the duties of the DUS.

## 2. Scandinavia

The Scandinavian exchange programs are on the Undergraduate level only. The person in charge of each program will advise students about curriculum and transfer credits; review student transcripts from the period of study abroad in conjunction with the Office of International Affairs; and if called upon will review the academic merits and equivalencies for courses offered in any particular program. This advisor is also responsible for periodic reviews of the various study-abroad programs in Scandinavia.

H. *Web Design Director*: appointed by the Department Head.

The Web Design Director determines content and design needs for the departmental online presence (website and social media); devises plans for the future development of the departmental online presence; solicits content contributions from members of the department; oversees the activities of the departmental webmaster in maintaining and developing the departmental website and the departmental presence in social media (Facebook, Study Abroad Blog etc).

F. Time spent by funding contingent faculty members on service to the University, including shared and internal governance, must comply with the terms and conditions of their sponsored project and all federal and state laws and regulations.

## **VI. Faculty Searches**

### A. Search Committees:

1. Search committees and the committee chairs will be appointed by the Department Head at the beginning of the search process. The committee will consist of at least three full-time faculty for full-time TTF and Career NTTF positions and at least a total of 2 full-time TTF and/or Career NTTF for part-time career NTTF positions. Adjuncts will be appointed by the Department Head.
2. The Committee will review all applications, make these applications available to the faculty as a whole, create a short list and present it to the faculty as a whole, conduct appropriate preliminary interviews, present a suggested group of finalists for campus visits to the faculty as a whole, and coordinate the schedules for the campus visits.

### B. Search Procedures:

1. The Department Head in consultation with the faculty as a whole will draft a job announcement.
2. The search committee will then conduct the search in the manner described above after consulting with the Office of Affirmative Action and Equal Opportunity.
3. Each candidate application will be judged according to the criteria established in the job announcement, his or her scholarly potential and/or achievements.
4. Preliminary interviews will be conducted in a manner that allows each candidate the same opportunities and conditions. The search committee will ask each candidate the same questions, and afterwards the committee will create a rubric explaining how each candidate performed in relation to the criteria established in the job announcement, the needs of the department, and their own professional judgment.

5. A campus visit will be arranged for the appropriate candidates. The search committee is responsible for arranging this visit and constructing a schedule of events. These events should afford the candidate the opportunity to meet all concerned parties. Candidates for a tenure-track position will be asked to teach a class and give a research presentation. Candidates for a full-time career NTTF position involving a campus interview will be asked to teach a class. They will also have interviews with current graduate students, departmental teaching faculty, and invited faculty from other departments, as appropriate.
6. The TTF will consult with Career NTTF and the graduate students for TTF candidates. The TTF will then vote on the candidates. The vote will be through a secret ballot.
7. The TTF will vote on the first-choice candidate. In the case of the first round of voting, voting will occur the day after discussion of feedback on candidates. Deciding the first choice of candidate will be based on a two-thirds majority vote. The dissenting voters have the right to request extended discussion and an additional vote.
8. After the vote, the Department Head will forward the results of the search to the Dean.
9. The TTF and regular career NTTF will vote on the first-choice candidate for full-time NTTF positions. Deciding the first choice candidate will be based on a two-thirds majority vote. The dissenting voters have the right to request extended discussion and an additional vote.
10. The search committee for part-time Career NTTF will select their top candidate by majority vote and recommend this candidate to the Department Head for appointment to the position.
11. The Department Head is responsible for negotiations with the candidates.

**VII: Voting Eligibility:** This section lays out the voting rights of the various members of the research and teaching faculty in the department.

1. Definition of voters by rank:
  - a. TTF: are divided into Tenured faculty defined as those faculty employed with indefinite tenure and untenured faculty defined as those at the rank of Assistant Professor.
  - b. TRP: TTF with a signed agreement for the Tenure Reduction Program.
  - c. Emerita/Emeritus: Retired TTF who have attained Emerita/Emeritus status.
  - d. Regular Career NTTF defined as those Career NTTF who teach at least two classes a year under GER or SCAN prefixes.
2. Principles of voting eligibility: as a general rule our department grants voting rights to those who have a definite and enduring interest in the decision being made and who hold a rank appropriate to the decision being made. In other words, voting rights are given to those who will have to live with the consequences of their decision and who have the expertise to judge the issues involved in making that decision.
3. Voting Rights as defined by specific decisions:
  - a. Promotion and tenure: As per common academic custom, only those TTF holding a rank higher than the candidate have the right to vote. It follows that



the decision to promote an Assistant Professor to an Associate with indefinite tenure will be decided by the TTF holding the rank of Associate or Full Professor. Congruently, the decision to promote an Associate Professor to Full Professor will be decided by those TTF with a rank of Full Professor.

b. Hiring as the result of a faculty search: This decision will be made by means of votes cast by all TTF. Each vote is of equal weight regardless of rank.

c. Admission of Graduate Students to the Program: This decision will be taken in consultation with the DGS and the German Language Coordinator (we have no graduate program in Scandinavian). The DGS will make the application files available to the concerned faculty in a timely manner. The department will then meet to discuss the admissions with a decision being taken according to departmental needs and funding. The TTF and the GLC will vote.

d. Votes resulting in decisions on Departmental Practices: As these decisions affect the department as a whole, all TTF and regular Career NTTF will be eligible to vote as will TRP and Emeriti during the terms they are teaching and on the payroll.

e. Recommending a candidate to be the Department Head: all TTF and regular career NTTF are eligible to vote as are TRP and Emeriti during the terms they are teaching and on the payroll.

f. The allocation of scholarship funds: the DGS or the DUS, as the case may be, will communicate his or her recommendations to the faculty as a whole. The faculty will have the right to add to this list if anyone deems an excluded candidate to be qualified. A vote will then be conducted either at a departmental meeting (if one is already scheduled) or through electronic mail.

1. Undergraduate: Voting is open to all teaching faculty but common sense dictates that those who have direct experience with the candidate(s) weigh in most prominently.

2. Graduate: Voting is open to all faculty who have taught or supervised graduate students.

## **VIII. Policy Development**

A. All TTF will develop policies for assignment of professional responsibilities for TTF, guidelines for tenure and promotion, and guidelines for TTF merit increases.

B. All TTF and Career NTTF will develop policies for assignment of professional responsibilities for NTTF, guidelines for NTTF performance and review, guidelines for NTTF merit increases, summer session appointments and assignments, and funds for professional development.