

Center for Applied Second Language Studies ***Internal Governance***

The Center for Applied Second Language Studies' vision statement, which is located on its homepage (<http://casls.uoregon.edu/>), serves as a scaffold that informs our department's internal governance structure.

The purpose of this document is to clearly outline the process for the development and maintenance of internal governance policies. A key value of CASLS is equitable representation and participation as well as a strategic vision from the Director, who agrees to act in the best interests of the center. This document seeks to accurately represent that vision.

1. Appropriate and Equitable Faculty Governance Participation

The following areas constitute major areas of internal governance within CASLS. Appropriate and equitable faculty governance participation is provided for in each area as follows:

1.1. *Internal Governance Policy*: This internal governance policy is developed by bargaining unit members with input from non-bargaining unit members. Policies will be discussed at meetings following the guidelines in section 2. The Associate Director facilitates these meetings and ensures consensus so that faculty perspectives will be represented accurately. For the purposes of this document, consensus is defined as "reasonable general agreement by all as determined through open discussion." In instances where a consensus cannot be reached, an official vote will be taken. Policy recommendations will be made to the Director, who will have the ultimate authority to make the final decision.

1.2. *Merit Increase Policy*: All faculty and staff within CASLS have the opportunity to participate in meetings, following the guidelines in section 2, to establish and amend policies regarding merit increases with input from the Associate Director. The Associate Director facilitates these meetings and ensures consensus so that all perspectives will be represented accurately. Policy recommendations will be made to the Director, who will have the ultimate authority to make the final decision. See section 10.1.

1.3. *Non-tenured Professional Responsibility Policy*: All faculty and staff within CASLS have the opportunity to participate in meetings, following the guidelines in section 2, to make recommendations to establish and amend policies regarding non-tenured professional responsibility. The Associate Director facilitates these meetings and ensures consensus so that all perspectives will be represented accurately. Policy recommendations will be made to the Director, who will have the ultimate authority to make the final decision. See section 10.2.

1.4. *Non-tenure Track Faculty Performance Review and Promotion Policy:* All faculty and staff within CASLS have the opportunity to participate in meetings, following the guidelines in section 2, to make recommendations to establish and amend policies regarding non-tenure track faculty performance review and promotion. The Associate Director facilitates these meetings and ensures consensus so that all perspectives will be represented accurately. Policy recommendations will be made to the Director, who will have the ultimate authority to make the final decision. See section 10.3.

1.5. *Professional Development Policy:* All faculty and staff within CASLS have the opportunity to participate in meetings, following the guidelines in section 2, to establish and amend policies regarding professional development. The Associate Director facilitates these meetings and ensures consensus so that all perspectives will be represented accurately. Policy recommendations will be made to the Director, who will have the ultimate authority to make the final decision. See section 10.5.

1.6 *Leave and Sabbatical:* All faculty and staff within CASLS may participate in any and all matters at the discretion of the member on leave in consultation with the Director or Associate Director. Participation will be arranged as is convenient for the unit and the faculty/staff member. This is not an expectation and the choice to participate, or not to do so, will not be considered in any merit or evaluation decisions. It is generally understood that activity will not be suspended to accommodate a faculty or staff member on leave or sabbatical. Staff will be kept reasonably apprised of activities so choice of participation can be determined.

1.7 *Role of CASLS Director:* The CASLS Director will make all reasonable attempts to adhere to the policies set forth in this document and act in the best interests of the center. Should, at any time, the faculty and staff feel the Director is not representing the best interests of CASLS in the spirit intended in this policy, they can agree, through unanimous vote, to consult with the Vice Provost for International Affairs and the CASLS Advisory Board.

Federal, state, and university policy will prevail in situations where there is conflict with policies contained in this document.

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.

2. Meeting Protocol

The CASLS Associate Director will provide reasonable notice to all faculty and staff regarding any meeting where governance topics will be addressed. These meetings provide a forum where individual viewpoints can be put forth for consideration. As

practicable, meetings will include opportunities for faculty and staff to participate using telecommunication means if an employee cannot physically attend. Those unable to attend may also provide written input to the Associate Director before the meeting. The Associate Director may call for formal votes during these meetings, as either a method to determine policy or to determine employee preference on a policy.

Emergency situations may arise that do not allow for a reasonable amount of notice to be given prior to the meeting. In these situations, the Associate Director will make accommodations to ensure that employees are represented in the meeting. It is further understood that such emergency situations are intended to address short-term accommodations and that these meetings will not be used to discuss or decide upon long-term policy.

2.1. *Weekly Staff Meetings:* Weekly staff meetings are currently held once per week. The day and time of the staff meetings may change based on a discussion during the staff meeting and all staff agree to a new date and time. All employees are encouraged to attend the staff meeting. Agenda items are emailed to staff members the day before the meeting. Staff members may submit agenda items to the meeting organizer.

2.2. *Annual Meetings:* We will host one annual meeting with the chief purpose of planning for the coming year. These meetings are typically held in the fall. The Director and Associate Director plan and organize the meeting. Staff members wishing to be involved in the planning and organizing should notify the Director.

2.3. *Sample Documentation:* Sample documentation includes annual agenda, minutes, document outlining action items. Documentation to be stored on the file server.

3. Appropriate Documentation of Decisions

The Associate Director or designee will take meeting minutes for each meeting that discusses or decides on issues pertaining to governance. The Associate Director or designee will distribute the minutes to all employees via email. They will also be available on the server in Admin>Internal Governance.

Written responses from a provost, vice provost, or designee to CASLS to propose unit policies will be delivered to the Associate Director. The Associate Director will circulate the responses to all employees in a timely manner via email.

4. Who is Included in CASLS

4.1. *Definition of Faculty:* Faculty in CASLS refers to all of the faculty employed at CASLS, including tenure-track faculty/researchers, career non-tenure-track faculty/researchers, research assistants, research associates, post docs, and adjunct faculty/researchers.

5. Standing Committees

5.1. *CASLS Advisory Board*: The CASLS Advisory Board provides guidance, advice, and support to the CASLS Director and staff. The board will not have authority over personnel or other administrative decisions. The board may, in case of serious concerns regarding CASLS, communicate those concerns to the Vice Provost for International Affairs.

5.1.1. *CASLS Advisory Board Members*: The Advisory Board consists of two tenure-related faculty members (can be of TTF or NTTF classification), the Director of the Yamada Language Center, one officer of administration, and two stakeholders from outside the university. Advisory board members service either two- or three-year terms. The CASLS Director nominates advisory board members.

5.1.2. *Advisory Board Meeting Protocol*: The CASLS Director is a non-voting member and will, in consultation with board members, set the agenda and conduct meetings. The board will meet at least once each term through the regular academic year and may meet more often if necessary.

5.1.3. *Advisory Board Scope*: The advisory board is called upon to make recommendations to the CASLS Director related to strategic directions of the center. They will not directly be involved with merit allocation, personnel decisions, promotion, or policy making. In this capacity, best efforts are made for equal representation across personnel categories. However, due to the limited scope of work, it has been determined that representation from each classification is not necessary every year.

6. Ad Hoc Committees

The Director or Associate Director may form ad hoc committees as needed or requested by employees. In such situations, the formation of the committee will be discussed in a regular staff meeting, following the guidelines in section 2. Staff members should bring the interest of forming a committee to the attention of the Director and/or Associate Director. The initial meeting of an ad hoc committee will set forth the committee's scope and authority.

7. Search Committees

7.1. *Students Searches*: Each PI and/or project lead is responsible for conducting a search and hiring students as necessary to complete a funded project. PIs should check with the financial coordinator to be sure that there a line item budgeted for students' work.

7.2. *GTF Searches*: Each PI and/or project lead is responsible for conducting a search and hiring students as necessary to complete a funded project. PIs should check with the financial coordinator to be sure that there a line item budgeted for students' work. Search protocols must follow the department's GDRS.

7.3. *Research Assistant/Associate Searches*: There must be a search committee of at least three staff members. The Director selects committee members based on their experience and professional knowledge.

7.4. *Pool Searches*: There must be a search committee of at least two staff members. The Director selects committee members based on their experience and professional knowledge. The staff members will review applications received in the pool and invite applicants for interviews.

7.5. *Officers of Administration Searches*: There must be a search committee of at least three staff members. The Director selects committee members based on their experience and professional knowledge.

7.6. *Director Search*: See section 8.

8. Center Director Search

Associate Director will lead and coordinate the search for a Director. The Associate Director will involve the Vice Provost for International Affairs and the Advisory Board. The search committee will consist of at least three members: one must be a CASLS staff member, one Advisory Board member, and the Vice Provost for International Affairs or designee.

9. Faculty Administrative Roles in CASLS

From time to time, faculty may need to perform administrative roles as they relate to specific deliverables of a grant- or contract-funded project. Faculty members may request administrative support from the Associate Director and/or the business and financial development coordinator.

10. Development of Key Collective Bargaining Agreement Policies

10.1. *Merit Increase Policy*: Associate Director will lead an annual review of merit increases and collect the documents required based on the criteria below. Director will make final decisions, with approval from the Vice Provost of International Affairs and Academic Affairs, on merit increase allocations and share the rationale for those decisions with each individual staff member in writing. Implementation of merit recommendations will occur as new funding becomes available or as dictated by the collective bargaining agreement.

10.1.1. *Eligibility*: Regardless of percentage of appointment, each faculty member is eligible for consideration for the highest merit rating. The salary adjustment is prorated based on percentage of employment.

10.1.2. *Criteria*

10.1.2.1. Staff self-evaluation addressing expertise, effectiveness, and leadership and including a discussion of professional growth

10.1.2.2. Staff recommendations addressing expertise, effectiveness, and leadership

10.1.3. *Evaluation Criteria*: The criteria for evaluating merit increase recommendations are expertise, effectiveness, and leadership. The descriptors are “below expectations,” “meets expectations,” and “exceeds expectations.” Employees must receive a rating of “meets expectations” in all categories and demonstrate personal growth to qualify for up to 50% of the merit pool rate, a rating of “exceeds expectations” in two categories to qualify for up to 100% of the merit pool rate, and a rating of “exceeds expectations” in three categories to qualify for up to 150% of the merit pool rate. These percentages refer to the percentage of the merit pool rate as set forth by the university. Increases cannot exceed merit pool maximums as set by the collective bargaining agreement and the university; increases may be scaled to fit within the maximum.

10.1.4. *Approval*: The Provost must approve any individual salary increase that is greater than 10% of the base salary.

10.1.5. *Sample Documentation*: Sample documentation includes memo from Director and/or Vice Provost of International Affairs to employee documenting merit increase allocation. Documentation will be stored in the individual’s personnel file.

10.2. *Professional Responsibilities Policies*: Director assigns professional responsibilities based on the center’s strategic vision and current funded projects. Upon conclusion of a funded project, the Director and the staff member will discuss a reallocation of professional responsibilities. Following this discussion, the Director will communicate changes to the staff member in a memo. These adjustments may warrant a change in classification, job title, and compensation. In these instances, the Director and Associate Director will work with the appropriate central units and follow standard university procedures.

10.2.1. *Sample Documentation*: Sample documentation includes job descriptions, memo from Director to employee documenting changes. Documentation will be stored in the individual’s personnel file.

10.3. *Non-tenure Track Faculty Performance Review Policy:* Director will lead an annual, 360-degree performance review for each employee. The Director will meet with staff members to collect feedback on the performance of colleagues. The Director will synthesize the information and meet with each individual to discuss his/her performance during the past year. These evaluations will occur in December of each year.

10.3.1. *Director Evaluation:* Associate Director will coordinate the performance evaluation of Director. A minimum of two outside consultants will conduct the review. They will meet with each staff member and selected outside partners to collect feedback on the Director's performance. The consultants will synthesize the information, meet with the Director, and make recommendations for adjustments. The review will occur in the fall, prior to the individual staff member evaluations.

10.3.2. *Sample Documentation:* Sample documentation includes performance evaluation, self-assessment, staff recommendations. Documentation will be stored in the individual's personnel file.

10.4. *Professional Development Funds Policy:* We recognize the importance of professional development for staff. We share on-campus professional development opportunities that are available and encourage staff to participate in relevant opportunities.

10.4.1. *Conference Attendance:* We will make an effort to include attendance to conferences for personnel working on grant-funded projects as part of the submitted budget.

10.4.2. *Sample Documentation:* Sample documentation includes grant budgets and budget narratives. Documentation will be stored with financial files and in the EPCS record.

10.6. *Guidelines for Equity Increases:* We recognize that equity is a different issue than performance.

10.6.1. *Procedure:* Associate Director will lead an annual review of internal equity. At least three staff members should participate in a discussion. That committee will make recommendations to the Director. Implementation of those recommendations will occur as new funding becomes available.

10.6.2. *Budgeting Increases:* To the extent possible, we will budget salary increases by including 2.5% increases in base rates for personnel included in multi-year grant cycles. These are budget figures only and do not guarantee any base rate increase. Increases to base rates must follow the procedures set forth in this document.

10.6.2. *Sample Documentation:* Sample documentation includes memo with recommendations to the Director. Documentation will be stored with other confidential files.

11. Policy Development Provisions

CASLS acknowledges the urgency of policy development and accepts responsibility for meeting deadlines. In the event that faculty and/or committees miss a deadline, the Director maintains the ability to make unilateral decisions on affected subject matters.

11.1. *Changes:* The CASLS Director, Vice Provost for International Affairs, or designee may initiate changes to established policy by informing faculty of changes being considered, thereby initiating this process for policy development.