

CASIT

College of Arts and Sciences Information Technology Support Services Departmental Internal Governance Document

Revised 27 July 2015

1. Preamble

1.1 This governance document recognizes the need for shared governance: faculty governance and staff governance. We work together collaboratively and cooperatively for shared goals, though we may have differences in what is required of us to achieve those common goals. Shared governance will continue to be a mechanism to address shared strategic initiatives, departmental concerns, policies related to IT, and college and campus engagement. In shared governance, all CASIT personnel (administration, management, staff, faculty, and students) come together to work for the common good of CASIT. It will take the entire CASIT organization to make this structure function properly. The intent of this governance document is to give more voice to individual efforts and encourage more proactive behaviors from CASIT staff and faculty. With all of the strategic changes happening on campus, we need to be proactive and not simply wait to respond to issues as they arise. For this governance model to succeed there needs to be an open, flowing channel of two-way communication between personnel in CASIT.

1.2 CASIT will review these policies and update as needed to conform with external policy changes or annually. CASIT mandates that these policies be updated at least every five years by CASIT's Management Group, to be reviewed by CASIT faculty and staff. All staff and faculty members must have the ability to participate in development of these policies and procedures.

1.3 The policies and procedures described in this document 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 (CBA) 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 updated as follows: CASIT will review policies and propose updates following the internal procedures described in this document. After receiving input on proposed changes from the Provost or his/her designee, and from the CAS Dean, CASIT will integrate this input into the policy and then seek approval from same. After review by the Provost or designee, and the CAS Dean, any of their responses will be incorporated before resubmitting to same for approval.

1.4 This document reflects the equitable participation of all CASIT Non-Tenure Track Faculty: All CASIT NTTF employees were invited to participate in the drafting of this internal governance policy and in fact all NTTF participated in group discussions about and revisions to the draft policy submitted to Academic Affairs on May 5, 2014. Revisions made to the draft at the request of the Senior Vice Provosts in October, 2014, were made in consultation with the faculty representative to the CASIT Management Group and approved by him.

2. Administrative Roles

2.0.1 CASIT has no faculty administrative roles.

2.0.2 The unit is directed by the CASIT Director who is an Officer of Administration and reports to the CAS Associate Dean for Finance and Administration. Associate and Assistant Directors, also Officers of Administration, report to the Director. These three roles are not elected; rather the CAS Dean's Office appoints them.

2.0.3 Internally, CASIT is managed by the Service Area Managers and CASIT Directors (Director, Associate Director and Assistant Director). Currently, there are six Service Area Managers. The Research Support Manager is currently NTTF. The other managers are OAs.

- Business Manager
- Help Desk Manager
- Lab Services Manager
- Research Support Manager
- Systems Manager
- Web Services Manager

2.1 Director

2.1.1 The CASIT Director reports to and takes direction from the CAS Associate Dean for Finance and Administration (ADFA), and oversees the implementation of these directives by the Associate and Assistant Directors and Service Managers. He or she has oversight over CASIT and makes final decisions on its business operations, department management, and policies and procedures.

2.1.2 The Director is currently CASIT's Budget Authority and should retain Level Two Contracting Authority. He or she attends UO IT Directors meetings and is responsible for outreach to other CAS Department Heads, as well as to other schools and colleges and administrative units at the University.

2.2 Associate Director

2.2.1 The Associate Director is responsible for day-to-day operations of CASIT. He or she implements the directives of the CASIT Director, and coordinates with the Service Area Managers for the effective delivery of services, ensuring excellence in the quality of services. He or she

substitutes for the Director in his or her committees and responsibilities in case of absence.

2.3 Assistant Director

2.3.1 The Assistant Director is always one of the Service Area Managers, appointed by the Director in consultation with the Associate Director and also helps ensure excellence in the quality of services CASIT provides. He or she substitutes for a Service Manager or the Associate Director in case of absence.

3. Standing Committees

3.1 Executive Committee

3.1.1 Consists of the Director, Associate Director, Assistant Director, and CASIT Business Manager (all OAs) and is chaired by the Director. This committee's scope of authority is CASIT's strategic plan.

3.2 Personnel Committee

3.2.1 Consists of the Associate Director and Business Manager as permanent members, with the Associate Director as Chair (all are OAs). When CASIT creates or fills a position, the appropriate Service Area Manager is appointed to join the committee. Depending on the service area, the Service Area Manager can be either an OA or NTTF. The Associate Director then names the chair of the Personnel Committee, and the Committee decides how to form the Search Committee for the position. If preparing a search for a Service Manager, the Personnel Committee consists of the Director (who chairs the committee), Associate Director, Business Manager, and one Service Manager.

3.2.2 When a new job description needs to be created, or when a job description needs to be modified, the Director, Associate Director, Business Manager and the relevant Service Area Manager prepare a draft to be submitted to Human Resources.

3.3 Management Group

3.3.1 Consists of the Director, Associate Director, and all Service Area Managers. Five Service Area Managers are OAs, and the Manager of Research Support Services is currently NTTF.

3.3.2 All faculty have the right to participate in governance. Whenever a CASIT Service Area Manager is an NTTF, he or she will be included in the Management Group. Whenever CASIT does not have a Service Area Manager who is a faculty member, faculty will elect a representative to the Management Group.

3.3.3 This group meets weekly to discuss the status of the strategic plan. Meetings follow the Managers' Meeting Communication Guidelines (see **Appendix 1.**) The Management Group's scope of authority is to bring motions to the Associate Director pertaining to the implementation of the strategic plan.

3.3.4 Whenever Internal Governance policies are being updated, changes will be discussed in the Management Group. CASIT mandates that these policies be reviewed at least every five years by the Management Group.

3.3.5 Motions can be brought to the group via the Associate Director for a vote, with final motion approval made by the Director. All members of this group are eligible to vote on such motions. Voting requires a quorum (defined as 5 people) of the Management Group including the Director, Associate Director, Assistant Director, Business Manager and one other Service Area Manager. In the event of a Service Area Manager's absence, he or she can communicate his or her vote to the Associate Director ahead of time. Approved motions are subject to the Director's veto.

4. Meeting Protocol, Membership and Participation

4.0.1 CASIT holds bi-annual mandatory all-staff meetings. Service Areas hold staff meetings for each Area at the discretion of the Service Area Manager. Weekly meetings are encouraged.

4.0.2 The CASIT Management Group meets weekly, and sometimes invites other staff as guest presenters on matters of importance to the whole unit. Attendance is required for members of the Management Group.

4.0.3 The general structure of Management Group meetings is that each Service Area Manager contributes to an agenda document prior to the meeting, reports about his/her service area during the meeting, the Director reports on strategic initiatives and IT news from the university.

4.1 Documentation of Decisions

4.1.1 Decisions made by CASIT committees and at department meetings will be documented by the department head or a designated individual and appropriately archived. Access to these decisions will be readily available to all CASIT staff

4.2 Process for the development of future policies

4.2.1 In order to ensure the appropriate and equitable participation of faculty in developing such policies, the Executive Committee will meet with the Management Group (which always includes a faculty representative) when developing future policies. The faculty representative to the Management Group will be invited to propose and negotiate future policies particular to faculty. Additionally, the Management Group can submit proposed policy developments to the Executive Committee.

4.3 Ad Hoc Committees

4.3.1 The Director and Associate Director appoint ad hoc committees.

4.4 Search Committees

4.4.1 The establishment of search committees is described above under Personnel Committee. Search committee members can be of any full time employee type. Every search committee follows a procedure documented in CASIT's internal documentation system (currently the Confluence system.) Each search committee persists for the term of one search.

4.5 Department Head Nomination

4.5.1 The CASIT Director is selected by the Dean of CAS with input and participation from the CASIT department. The Director serves at the discretion of the Dean and will be evaluated in accordance with the processes established for other Officers of Administration.

4.6 Determination of Merit

4.6.1 Please refer to the CASIT merit policy document.

4.7 Faculty engagement while on leave or sabbatical

4.7.1 Changes in internal governance policy will be discussed in the Management Group, and all CASIT staff, including faculty who are on leave or sabbatical, will be notified of proposed changes and allowed at least ten calendar days to provide a response or input before the draft changes are submitted to the Provost etc. for review.

4.8 Funding-contingent faculty members

4.8.1 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.

5. Career NTTF

5.1.1 NTTF review and promotion policy, and based on template Version 6 November 18, 2014:

5.1.2 Career NTTF will be reviewed in each contract period for consideration for renewal, or once every three academic years, whichever is sooner. The review will consider the faculty member's performance since the last review.

5.1.3 If a career NTTF member has a promotion review, he or she does not need to also have a contract renewal review during the same period. However the contract renewal decision must be made independently of the promotion decision.

5.1.4 For contract renewal reviews, the faculty member may choose to submit a curriculum vitae and a personal statement containing information relevant to his or her performance of assigned duties and responsibilities

5.1.5 The following elements will be considered in the evaluation:

- a. Position description.
- b. The faculty member's personal statement if one is submitted.

5.1.6 The following elements will be considered in evaluating service.

- a. Evidence of formal and/or informal department service.

- b. Evidence of formal and/or informal college service.
 - c. Evidence of formal and/or informal university service.
 - d. Evidence of community or professional service.
- 5.1.7 If a faculty member has been assigned specific service duties in place of some teaching, his or her performance of those duties will also be evaluated.
- 5.1.8 To comply with the May 1st contract renewal notification, career NTTF will be notified by the first day of the term in which their review will occur. At that point, they will be invited to submit a CV and/or a personal statement as in item 3 above. If a faculty member wishes to submit a CV and/or personal statement, it must be submitted by Monday of the third week of the term in which the review will occur.
- 5.1.9 The review will be conducted by the department or program head, or a designee, based on the materials submitted.
- 5.1.10 The review should be completed by April 15. The faculty member will be given the opportunity to discuss his or her efforts, performance, and review with his or her department or unit head or a designee. The department or program head will then forward the promotion contract renewal materials with his or her report and recommendation materials to the College of Arts and Sciences.

5.2 Career NTTF promotion reviews

- 5.2.1 Career NTTF will be eligible for promotion after accumulating six years of service in rank at an average of .4 FTE or greater, accrued at no greater than three terms per academic year for faculty on nine month contracts and at four terms per year for faculty on 12 month contracts. The review will consider the faculty member's performance since hiring, or since the previous promotion.
- 5.2.2 For all career NTTF, promotion is elective and does not involve an "up or out" decision. Career NTTF may be reappointed at their current rank if they are not promoted or not considered for promotion.
- 5.2.3 An accelerated promotion review may occur in particularly meritorious cases as determined by the Provost or designee in consultation with the dean, department head and faculty member. When credit for prior service is agreed upon at the time of hire, it states the earliest date of promotion. Work done by the faculty member during the period of prior service will receive full consideration during the promotion process if the faculty member elects the earliest date for promotion review. Should the faculty member choose to use some, but not all of the credit for prior service, the focus of the review will adjust appropriately.
- 5.2.4 Candidates wishing to be considered for promotion should notify the appropriate department head in the year prior to the year when promotion is sought, and must provide by March 15:
- a. A comprehensive and current signed and dated **curriculum vitae** that includes the faculty member's current work and other activities that relate to job performance.
 - b. A 3-6 page signed and dated **personal statement** developed by the faculty member evaluating his or her performance measured against the applicable criteria for promotion. The personal statement should expressly address the teaching and research, other instruction-related activities, professional development, and service contributions to the academic department, college, university, profession and community. The statement should also include discussion of contributions to institutional equity and inclusion.
 - c. A signed and dated waiver. A faculty member may choose to waive in advance in writing his or her access to any or all of the evaluative materials. Such waivers shall

not preclude the use of redacted versions of these documents in a denial review process. The redacted versions are intended to protect the identity of the reviewer. If redactions are insufficient to do so, the university may prepare a suitable summary.

- d. **Supervisor's letters of evaluation.**
- e. **Research portfolio:** This may include representative projects, papers, conference presentations, lectures, and grant contributions.
- f. **Service portfolio:** An account of the faculty member's service contributions to his or her academic department, college, university, profession and community. This may contain samples and/or narrative describing the service. It may be subsumed into the curriculum vitae if appropriate

- 5.2.5 The promotion review will be conducted by CASIT promotion committee which consists of the CASIT director and the appropriate CASIT service manager. The committee should include both TTF and NTTF, who are at the same or higher rank than the rank the candidate is seeking. NTTF colleagues of appropriate rank from other units may be invited to serve on the committee. The committee will review the promotion case and prepare a recommendation with a voting summary by April 7. This review will be based on the criteria for promotion as formulated by the department or program, the promotion review file, and material that has been considered in contract renewal reviews. This report will be submitted to the department or program for discussion and a vote. Voting members will include all TTF and all NTTF at the rank or above of the rank sought by the candidate for promotion. The department or unit head will then prepare an independent report on the merits of the promotion case, with his or her own recommendation.
- 5.2.6 The file, including the committee report, the department or unit's voting summary, and the head's independent report and recommendation will then be sent to the appropriate associate dean in the College of Arts and Sciences by March 20. The review should be completed by April 15.
- 5.2.7 Reapplication for Promotion. Unsuccessful candidates for promotion may continue at current rank as long as eligible under the Collective Bargaining Agreement. They may reapply for promotion after employment by the university for an additional 3 years at an average of .4 FTE or greater, accrued at no greater than 3 terms per academic year.
- 5.2.8 Appeal of Promotion Denial. Unsuccessful candidates may appeal as provided by Article 21 (Tenure and Promotion Denial Appeal).
- 5.2.9 Withdrawal of Application. A candidate can withdraw his or her application for promotion in writing to the Provost and the dean at any time before the Provost's decision.

APPENDIX 1: Managers' Meeting Communication Guidelines

The goal of this document is to outline communication guidelines for the CASIT Managers meeting. This is to be a set of guidelines for communication and format that help shape it over time.

General Guidelines

- Meeting Space - Meetings will be held in a private space.
- Privacy - Information that is shared during these meetings is to be kept confidential within the group of attendees. Failing an explicit directive to share content with other employees, please use your best judgment on sharing information presented and err on the side of privacy.
- Technology - Cell phones, laptops, and tablets - unless needed to present or record information please do not use them in the meeting.

Communication Standards

- Empathy - Consider others' point of view and take deliberate efforts toward communicating in an empathic way.
- Active Listening - Take deliberate action towards actively listening to others' conversations and stay mentally engaged.
- Feedback - Engage people in the decision making process and in conversations. If you have input that may be valuable please speak up about it.
- Conflict - Conflict of ideas and emotions will happen from time to time. When problems arise, look for solutions, not blame, and give the benefit of the doubt.
- Sharing - Share information so fully informed decisions can be made; be deliberate to not hoard information, intentionally or not.
- Mindfulness - Frame your speech, thoughts, and decisions in a way that considers various perspectives and opinions.

Meeting Format

1. Host Activity - The host will prepare a introduction activity that should be no more than 10 minutes in length.
2. Critical Issue Check In - At this time critical issues are presented. This is designed to allow space to talk about relational, emotional, or major technical problems within CASIT. This activity takes precedence over the Manager Check-in. Its possible for a major issue to need to be fully addressed.
3. Manager Check-in - After the critical issue check-in the meeting agenda document will be gone through, Generally speaking each manager takes a turn talking about their service and what is going on that week.

