

University of Oregon
Labor Education and Research Center

Internal Governance Policy

May 2014

Approved by the Office of the Provost and Academic Affairs: November 15, 2016

I. GUIDING PHILOSOPHY and DUTIES

A. LERC's internal governance is guided by our intention to foster a workplace that values

- Fair and respectful treatment of all faculty and staff and their contribution to the mission of LERC,
- Participation of affected faculty members and staff in decision-making on issues that significantly impact the quality of their work environment,
- Consensus-based decision making where it is practicable and would not compromise privacy concerns or the need for prompt action, and
- Full integration of teaching, research, and service and allowing its faculty to shape all key aspects of how LERC fulfills its mission.

B. LERC's internal governance and external activities are guided by LERC's dual mission as both an education and research center. LERC fulfills this mission in the following ways:

- Making the resources of the University available to working Oregonians, the union movement, the broader labor relations community, and other civic and community constituents.
- Improving the capacity of unions and other organizations that represent working Oregonians to become effective advocates for the interests of all working people.
- Providing direct, hands-on education, training, and consultation to workers and related constituencies at the grassroots level and conducting applied research on vital social issues related to work, employment, and labor relations

II. ORGANIZATIONAL STRUCTURE

A. LERC's Director is hired as a permanent position, and does not rotate.

B. LERC core faculty include LERC's Director and officers of instruction with positions that are tenured, tenure track, or career non-tenure track. Core faculty are paid on recurring funds and their position descriptions include responsibilities for organizational mission, administrative and service expectations, and a broad range of projects and activities. Core faculty share responsibility for:

- i. Setting program priorities and creating and implementing programs that advance both LERC's interests and those of our constituents;
- ii. Distributing workload in a manner that balances the needs of the organization with individual interests, recognizing the distinct roles that individual faculty members play in contributing to LERC's overall mission;
- iii. Encouraging the development of new curriculum, research, outreach, and projects that serve the changing needs of our constituents; and
- iv. Being mindful of budget considerations and the need to operate in a financially responsible and sustainable manner.

C. Participating faculty are officers of research (pro temp and career), pro temp instructors, and retired faculty. Participating faculty also include career instructors whose work focuses on specific narrowly defined projects and who do not have broad responsibilities for LERC's mission and operations. Participating faculty are responsible for carrying out targeted and/or time-limited programs or projects at LERC. In most cases participating faculty are paid from contingent funds such as grants or other restricted or temporary funds.

D. LERC's Program Manager is an officer of administration and is not part of the bargaining unit. This management position provides administrative, personnel management and budgetary oversight and guides the process regarding external funding opportunities.

E. LERC has an advisory board of statewide labor leaders who provide the program with support, guidance, and input. The advisory board meets annually.

F. A Campus Advisory Committee, which includes faculty and staff at the University of Oregon, helps LERC identify and implement opportunities to teach and collaborate with faculty and students on educational endeavors.

III. ADMINISTRATIVE DUTIES

A. The Director's Administrative Duties include:

- i. Meeting regularly and as needed with the Vice Provost for Academic Affairs.
- ii. Maintaining positive relationships with other key central university administrators.
- iii. Ensuring that LERC and its faculty maintain positive relationships with Oregon labor leaders and key community organizations.
- iv. Ensuring that LERC's programs are consistent with its mission.
- v. Handling personnel matters and providing overall management regarding faculty and staff.
- vi. Conducting performance reviews and implementing pay increases, in accordance with LERC's policies. Merit pay decisions are determined jointly by the Director and one other core faculty member, such member to rotate annually.
- vii. Ensuring LERC's financial health and stability.

B. The director, core faculty and the program manager distribute these departmental administrative responsibilities:

- i. Working with support staff to maintain the accuracy and completion of LERC's master mailing list
- ii. Website and external communications oversight
- iii. UO Portland office coordination
- iv. Coordinating open enrollment program offerings and outreach
- v. Identifying LERC's needs and priorities for the use of guest instructors and research staff, including recruitment and pay scale.
- vi. Supervising and providing meaningful opportunities for student interns and GTFs.
- vii. Service on LERC, University and outside committees
- viii. Maintenance of positive relationships with university administrators and outside constituencies
- ix. Meeting notes and dissemination of decisions

IV. MEETINGS

A. LERC holds a minimum of five faculty meetings throughout the year and an additional planning retreat is scheduled in late spring. Meetings are scheduled with the intention that all core faculty who are not on leave will participate in person or by phone. The program manager will typically participate in faculty meetings. Advanced notice is expected if a faculty member cannot attend a meeting, and attendance records are kept of meetings.

B. Core faculty members rotate chair and note-taking responsibilities. Updates from each faculty member will be circulated a day or two before the meeting.

C. Agendas are created by the chair with input from core faculty and the program manager.

D. Notes from each meeting are drafted by the note-taker and circulated for input prior to being finalized into meeting minutes. Faculty approve the minutes via email or at the subsequent faculty meeting. The minutes are then posted on LERC's shared server and accessible to all department employees.

V. DECISION MAKING PROCESS

A. Decision Making Options: LERC has three distinct modes of decision making:

- Those areas that are decided collectively among core faculty (includes TTF and NTTf). "Collective" means that all core faculty have had full input into the decision. If consensus cannot be reached, decisions will be made by majority vote.
- Those areas that are decided by the Director, in consultation with one or more designated core faculty members, (with the outcome shared with all faculty);
- Those areas that are decided by LERC's Director, who then would notify the faculty;
- Those areas that are decided by the individual faculty member, with disclosure to the other core faculty.

B. Tie Votes in Collective Decisions

In cases where a collective decision is to be made and there is a tie vote among the core faculty, a hiatus will be taken as an opportunity to gather more information and to consider new options. Another vote will be taken within two weeks. If the tie vote is not resolved, the Director would

break the tie.

C. Dissemination and Tracking Policy Decisions

All decisions about mission, programs, funded research, academic research, organizational issues, and other policy issues outlined below will be documented. New policies will be disseminated by email to all affected faculty and/or staff. Summaries of these decisions and other decisions related to governance will be compiled in an electronic folder by topic area, noting the meeting date that the decision was made. This folder will be accessible by all LERC personnel.

D. LISTED BELOW ARE AREAS OF WORK AND HOW THE DECISIONS ARE MADE:

Description

Decision Mode

1. Departmental Policies

Collective

In drafting and updating those departmental policies required by the Collective Bargaining Agreement, a sub-committee of up to three LERC faculty will draft proposed language that will be emailed to core faculty for comment. Participating faculty will be provided an opportunity to also provide meaningful input on those policies that would substantively affect them or their working conditions.

At a subsequent faculty meeting, feedback will be given and changes made. The final version will be forwarded to the Director, who will send it to the Vice Provost for Academic Affairs. Dissenters may provide comments that will be forwarded with the approved policy.

LERC tenure related faculty and Career NTTF work together in developing departmental policies for Career NTTF including governance, workload, merit criteria, performance and promotion reviews, workload distribution, merit salary increases for NTTF, and the review of NTTF faculty, and for pro temps as necessary.

LERC TTF also develop departmental policies, including guidelines for promotion and tenure, workload distribution for tenure track positions, merit salary increases for TTF, and the review of TTF and NTTF faculty.

Departmental policies will be placed on LERC's shared server folder, and accessible to all department employees.

2. LERC's Mission and Program Priorities

Collective

3. Educational Programs and Funded Research

For LERC's programs and funded research it is important that decisions regarding which organizations LERC works with and the scope of LERC's work with them are made collectively by the core faculty. It is understood that there is an underlying intent to approve faculty requests to do such work unless they do not meet certain agreed-upon criteria. Such criteria include but are not limited to:

- the work contributes to the mission of LERC
- the work is manageable, given the commitments and workload of LERC core faculty and staff
- the financial impact to LERC has been considered

a) DECISIONS ON WHICH RESEARCH OR PROJECT OPPORTUNITIES TO PURSUE

COLLECTIVE

b) DETERMINATION OF OPEN ENROLLMENT PROGRAM OFFERINGS

COLLECTIVE

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|---|------------|
| c) CRITERIA FOR AGREEING OR TURNING DOWN PROGRAM REQUESTS | COLLECTIVE |
| d) DEPARTMENTAL GUIDELINES ON THE USE OF PRO TEMPS | COLLECTIVE |

4. Unfunded academic research or other projects Disclosure

When that research or project either impacts other faculty, or makes one unavailable for other LERC work

5. Outside Consulting Disclosure

It has been the voluntary practice at LERC for faculty to disclose to each other information about consulting work in a timely manner, and not to do outside paid consulting work in topic areas central to LERC's work. LERC faculty recognize that, in keeping with university and state policy, any outside consulting work should not be done to the detriment of their obligations at LERC.

6. Organizational issues:

A. PERSONNEL STRUCTURE: POSITIONS, DUTIES AND HIRING

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| • Determining whether to fill all positions | Collective |
| • Faculty administrative duties (III.B. in this document) | Collective |
| • Faculty salary increase criteria | Collective |
| • Decisions on faculty and OA salary increases | Consultation |
| • Faculty Job descriptions | Collective |
| • Make-up of search committee | Collective |
| • Hiring offers | Notification |
| • Classified Staff duties | Consultation |

B. LEAVES OF ABSENCE

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|---|--------------|
| • Sabbaticals | Consultation |
| • Unpaid Leaves of Absence for professional development | Collective |

Faculty members on sabbatical or leave are welcome to participate in meetings and policy discussions at their discretion. However, it is the responsibility of faculty members on sabbatical or leave to make themselves available for participation in meetings or policy discussions that occur while they are on leave.

LERC recognizes that special opportunities arise for faculty to take unpaid leaves for professional development purposes. In considering unpaid leaves of absence, core faculty will consider factors including:

- Duration of leave and elapsed time since prior such leave
- Value of the leave to the faculty member's professional development
- Value of the leave to LERC, which may include new or expanded research opportunities, cultivation of relationships with constituents, development of expertise needed for educational or research purposes.
- Impact on LERC's finances
- Impact on other LERC faculty in providing services that would otherwise be done by the faculty member on leave.

C. DEPARTMENTAL INCOME

- i. Program fees- Collective
 - Use standard fees
 - If deviating from standard fee, check with Director and inform core faculty
 - Fees should be included in written program memo.

- ii. FUNDED RESEARCH FEES/BUYOUT COLLECTIVE
 - Establish principles and/or key criteria for setting fees.
 - Fees should be included in written Research proposal memo to Faculty