DEPARTMENT OF ARCHITECTURE INTERNAL GOVERNANCE POLICY

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DEPARTMENT OF ARCHITECTURE INTERNAL GOVERNANCE POLICY

SCHOOL OF ARCHITECTURE AND ENVIRONMENT, UNIVERSITY OF OREGON

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PREAMBLE

The Department of Architecture maintains the oldest accredited program in architecture west of the Mississippi, having been founded in 1914. As a set of distinguished professional programs placed within a liberal arts university, the creative research and teaching mission of the unit encompasses the theory and practice of Architecture in all of its aspects: those of the sciences, arts and humanities. All of these domains of inquiry are subject to rigorous professional accreditation standards that seek to ensure the safety, health and welfare of the public in built environments designed for a sustainable future.

Central to the mission of the Department are the development of curricula and the operation of programs leading to professional degrees in architecture at the graduate and undergraduate levels. Both of these degrees are qualifying first steps leading to internship and licensure as a practicing architect.

Responsibility for the education, training, and professional standards embodied in the programs resides solely with the faculty of the Department of Architecture.

Consistent with this shared responsibility, the faculty of the department aspires to collaborative decision-making processes, guided wherever possible by a consensus of the whole. Such consensus is developed in mutual respect through open discourse, transparent processes, and inclusive consultation with all those affected by decisions of the body: contributing faculty at all ranks, students, alumni, other UO units, and external clients.

PURPOSE

This DEPARTMENTAL INTERNAL GOVERNANCE POLICY provides the formal codification of the development and maintenance of internal governance policies for the Department of Architecture consistent with CBA Article 4 and includes provisions to ensure appropriate and equitable representation of faculty members. This document was created with the participation of all Department of Architecture Tenure Track Faculty and both Career and Pro-Tempore Non-Tenure Track Faculty.

1. Faculty Governance Roles

Participation – Within the scope of authority granted to department faculty, Internal Governance and Curriculum in Architecture are created and adopted by the Department Faculty (defined below) in regularly scheduled meetings of the group acting as a whole. Excepting specific areas of responsibility outlined below, necessary changes to Internal Governance and Curriculum are identified by the faculty and delegated by the Department Head to appropriate standing committees for development. Where a standing committee is not available or appropriate for specific tasks, the Department Head may ask for the election by the faculty of an Ad Hoc Committee specific to this effort. The Ad Hoc Committee will hold work sessions as required by measures in this document to ensure that all faculty positions will be fairly and accurately considered. Policies will be brought forward as motions to meetings of the whole faculty as set forth in Section 2, Meeting Protocol.

1.1 Faculty Eligibility in Voting – Core Faculty as defined below are eligible to vote on department matters except where specifically limited. Where the voting rights and responsibilities of a particular faculty group are addressed in this document, the name of that group will be used in that statement of policy (e.g. Tenure Track Faculty). For brevity, where multiple groups of faculty share the same rights and responsibilities, collective titles will be used:

The "Core Faculty" is defined as including:

- The Tenure Track Faculty (TTF)

- Tenure reduced faculty

- Emeritus Retired faculty who have current academic appointments in the Department

- Career Instructor Non-Tenure Track Faculty (Career NTTF) who hold appointments at > 0.3 FTE. Faculty at less than 0.3 FTE are excluded from the Core Faculty as they are typically professionals who teach 1-2 courses per year and do not have an abiding interest in department governance and do not attend department meetings.

"All Faculty" includes: The "Core Faculty" plus all other faculty currently on active appointments in the Department.

The Department draws upon the professional community for additional affiliated faculty who hold short term NTTF appointments for teaching only. Due to the demands of their professional engagements, these Pro-Tempore faculty are invited to but are not required to attend faculty meetings and have limited roles in governance, as prescribed for All Faculty. Research NTTF employed in the Department Laboratories and Centers have a similar status. Regardless of their roles, all faculty are eligible to participate in the development of the Department of Architecture's internal governance policy.

Advisory votes to determine faculty preferences in policy development may include All Faculty.

Faculty on sabbatical or approved partial leaves of absence continue to be eligible participating members of the relevant faculty group, but they are not required to participate in any governance activities during this leave. Faculty on full time leaves (0.0 FTE for the term) are not

eligible to vote.

<u>Tenure track Professional Responsibility</u>

Per the guidance of the University Provost and congruent with the aims of the faculty collective bargaining agreement, many areas of academic governance are the ultimate responsibility of the TTF Faculty. Thus, in these areas, all TTF Faculty members will have full voting rights and the responsibility to develop and propose policy, though this will not preclude input from and consultation with All Faculty. These task areas include:

- Establish, review and revise departmental curricula
- Establish and maintain requirements for earning degrees and certificates
- Develop workload allocation for TTF
- Develop guidelines for TTF tenure and promotion
- Participate in review of TTF for promotion and/or tenure
- Develop guidelines for merit salary increases for TTF
- Develop guidelines for the appointment of pro-tempore and visiting faculty.
- Participate in the search processes for NTTF and TTF colleagues.
- Evaluate pro-tempore faculty approaching qualification as Career NTTF
- Collaborate with Career NTTF in the development of the curricula and management of the degree programs in so far as the Career NTTF have this service contribution as part of their professional responsibilities. Career NTTF with purely instructional responsibilities may vote in an advisory capacity on curricular matters.

In all other matters of governance, participation will be based on the processes articulated in this policy.

1.2 <u>Contingent Faculty</u> – 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.

<u>Administration of Departmental Policies and Guiding Principles</u> - Governance policy originating at the department level may be codified in formal Policies and/or Guiding Principles as a means to represent the interests of the faculty. Once these Policies and Guiding Principles have been approved by the faculty, the Department Head will make all reasonable attempts to adhere to the prescribed Policies and Guiding Principles in making decisions in areas served by them. If there are recurring conflicts between agreed policies and the programmatic needs of the department, it is the responsibility of the Department Head to initiate reconsideration of the Policies or Guiding Principles following the procedure of section 2 below.

2. Meeting Protocol

Regular meetings of the Faculty are scheduled and announced prior to the opening of each academic term. The Department Head will provide three days' notice regarding any additional meetings in which Governance topics are addressed as significant items on the meeting agenda. These meetings provide a forum where individual viewpoints can be brought forward for consideration. The Department Head may choose to call for formal votes during these meetings to determine faculty preference in the development of Policy or Guiding Principles. Votes concerning formal changes to policy and curriculum will be subject to a Notice of Motion that is presented at least two weeks in

advance of the meeting. Notice of all meetings will be sent to the entire faculty community, defined as All Faculty in Section 1 above. A quorum must be present for binding votes on changes to policy and curriculum with that quorum consisting of a majority of all eligible Core Faculty, exclusive of those on sabbatical or approved leaves. Approval of motions requires a majority of the eligible faculty in attendance at the meeting.

It is understood that emergency situations may arise that do not allow for the agreed upon notice to be given prior to the meeting. In such situations, the Department Head will make all reasonable accommodations to ensure that the full range of faculty members are adequately represented in the meeting. The voting faculty in attendance must vote to suspend the rules that normally govern consideration of motions. It is 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.

It is the responsibility of the voting faculty to participate in the discussion of policies and proceed toward a timely vote on their acceptance, non-acceptance, or referral for further development.

3. Appropriate Documentation of Decisions

Formal Meeting Minutes will be kept for each department meeting, with a faithful record of all discussions and/or decisions addressing or amending issues of faculty governance. Meeting Minutes will be distributed to all active faculty members via email and will also be available by consulting a printed record of the Minutes to be held in the Department of Architecture office.

Where administrators at the School of Architecture and Environment, College of Design, or University of Oregon have the need to respond to formal proposals or requests that originate in the Department, they will deliver written responses to the Department Head. Those written responses will be presented at the next available faculty meeting, and they will be entered into the Formal Meeting Minutes.

4. Standing Committees

4.1 Committee Membership –Unless otherwise provided in this policy, all Tenure-track faculty, and those Career NTTF, and Pro-Tempore faculty with administrative service appointments will self-nominate for all committees except the Personnel Committee. They will be asked to do so in February of each academic year, for the following academic year. The Department Head appoints the committee members based on these self-nominations, in consultation with the Department Council (Defined in section 5.2). Except as expressly provided below, the number of faculty assigned to a committee will be based on the anticipated workload and the   availability of personnel in a given academic year. Committee members typically serve for two to three-year terms, with these terms overlapping to maintain continuity. The Department   Head designates an appointed member responsible for calling the first meeting of the   academic year, and at that meeting the committee elects a chair. Student members are invited to join by the committee.

4.2 <u>Personnel Committee</u> – The Personnel Committee conducts required TTF and NTTF evaluations and reviews cases for promotion and tenure according to Department Criteria. The committee   conducts formal evaluations of all Pro-Tempore NTTF faculty as necessary. Voting on promotion is restricted to committee members in the same rank to be attained or higher. The committee is responsible for the review of tenure and promotion   policies with the revisions brought forward to the Faculty for review and approval. The committee develops and maintains all Guiding Principles that affect faculty service, including: the assignment of Professional Responsibilities for TTF and NTTF faculty, workload allocation for TTF faculty, and the assignment of Funds for Professional Development. All changes to Guiding Principles will be brought forward to the Faculty for review and approval. The committee is composed of a minimum of four tenured faculty members who are elected by tenure-related faculty, serving serve two-year terms overlapping for continuity. Elections will take place in multiple rounds until each of the required new members receives a majority of those voting in a given round. For academic years when cases of promotion to full professor are scheduled, the TTF faculty will elect additional members as required to provide a minimum of three full professors on the committee. When reviews and promotions of NTTF faculty are scheduled, and/or discussion and development of policy that affects NTTF, the Department faculty, as defined in 1.1 above, will elect an additional committee member from among the Career Instructor NTTF with service appointments. That person will join the committee only for the duration of relevant NTTF considerations.

4.3 <u>Curriculum Committee</u> – The Curriculum Committee has the authority to work on behalf of all faculty members, including the Department Head and faculty directors in matters of Academic Policy, curriculum development and revision. The committee will review and maintain the requirements for degrees and certificates. All changes to Academic Policy, Curriculum, Degrees, or Certificates will be forwarded by this committee to the Core Faculty for review and approval. This includes changes to such policies as may arise in other committees. The committee will actively solicit feedback from TTF and NTTF to ensure a diversity of viewpoints are represented. A minimum of three Core Faculty members serve on this committee, more when possible as iis chosen to represent the full breadth of the department curriculum.

4.4 <u>Design Committee</u> – The Design Committee develops the academic content of the design studio curriculum and coordinates the implementation of studio programs. The Design Committee is responsible for the quarterly review of applicants in the protem pool, helping to identify qualified new NTTF colleagues.

The committee will advise the Department Head on studio teaching appointments and year level coordination responsibilities to be filled by regular and returning faculty. The committee is responsible for the implementation of ideas and strategies governing student progress through the design curriculum. Suggested changes to that policy, or formal changes to Academic Policy regarding design studios are forwarded to the Curriculum Committee for review, and thereafter to the Faculty. This committee is composed of faculty who, by virtue of their teaching assignments, are positioned to represent the various levels of the design curriculum, and able to provide a point of contact for other faculty teaching in those areas.

4.5 <u>Graduate Studies Committee</u>–The Graduate Studies Committee is chaired by the Director of Graduate Studies and has the responsibility to implement departmental Academic Policy and curricula as they pertain tothe graduate programs.The committee is

further responsible for all development and implementation of priorities and processes relating to the recruiting, competitive admission, matriculation incentives, and advising of graduate students. The committee develops policy required to facilitate the effective operation of graduate programs and refers any changes in policy to the Faculty for review and approval. The Director of Graduate Studies collaborates with the PhD Committee on all of the above listed tasks as they pertain to PhD students. Formal changes to Academic Policy regarding graduate students are forwarded to the Curriculum Committee for review, and thereafter to the Faculty.

4.6 <u>Undergraduate Studies Committee</u> – The Undergraduate Studies Committee is chaired by the Director of Undergraduate Studies and has the responsibility to implement departmental Academic Policy and curricula as they pertain to the undergraduate graduate programs. The committee is further responsible for all development and implementation of priorities and processes relating to the recruiting, competitive admission, and advising of undergraduate students. The committee develops policy required to facilitate the effective operation of undergraduate programs and refers any changes in policy to the Faculty for review and approval. Formal changes to Academic Policy regarding undergraduate students are forwarded to the Curriculum Committee for review, and thereafter to the Faculty.

5. Work Groups and Ad Hoc Committees

Work Groups

5.1 <u>Membership</u> – Work groups are faculty teams defined by common assignments of duty and responsibility with respect to department programs. Terms of service continue as the qualifications and assignments remain in effect. Except as explicitly provided below, appointments to work groups are made by the Department Head in concert with annual appointments to standing committees.

5.2 <u>Department Council</u> - The Department Council is a work group that consists of the Department Head, the Director of Graduate Studies, the Director of Undergraduate Studies, the Director of Portland Programs and a representative designated by the Faculty Personnel Committee. Additional members may include the chairs of the Curriculum Committee and the Design Committee as the specific focus of the group requires. This group meets regularly, along with lead staff, to assist the Department Head with the interpretation and implementation of policies and guidelines governing the faculty, students and programs. The Department Head may seek appropriate advice from the group regarding decisions that fall within the Department Head's scope of authority. Members of the group report to the Head on all issues of concern arising from their respective areas of responsibility. Members solicit feedback from TTF and NTTF to ensure that all viewpoints are represented in meetings of the work group.

5.3 <u>Portland Faculty</u> – This work group consists of all faculty with regular, current assignments in the Portland Program. The group is charged to advise and assist the Director of Portland Programs with the implementation of policies governing the Program. Formal changes in policy required by the program are brought forward through the appropriate standing committees and then on to the Faculty for review and approval.

5.4 <u>PhD Committee</u> - This work group consists of all tenure-related faculty with PhD's and additional faculty self-identified for active participation with the group. The group is charged

with the implementation of policies governing the PhD Program. The committee will elect a chair, and then assist the chair in the assignment of specific duties on an equitable basis to members of the group. The committee is responsible for bringing requests and recommendations to the Department Head for resolution consistent with the governance processes of Section 1.

5.5 G.E. Screening Committee – This committee is chaired by the Director of Graduate Studies and has a minimum of two additional faculty members. The committee has responsibility for screening applicants for the recurring, open G.E. positions advertised by the Department. The committee consults individual faculty members who oversee open positions as well as faculty groups engaged with the admission of new students who have been identified for consideration. The Screening Committee forwards to the Department Head recommendations for appointments that are consistent with faculty interests and program needs. The committee works with the Department Head to develop and maintain guidelines for the management of G.E. resources that meet the requirements of the Graduate School. Format changes to these guidelines are brought forward to the Faculty for review and approval.

5.6 Scholarships Committee – This committee evaluates applications for scholarships designated for the Department of Architecture. It is composed of the Graduate Director, the Undergraduate Director, and a minimum of one additional Core Faculty Member

5.7 Lectures and Exhibitions Committee – This committee is responsible for organizing department lecture series and exhibitions. In any academic year, the responsibilities of the committee extend to planning for the fall term of the subsequent year. The committee can be staffed by All Faculty members in numbers as needed and available. The committee is charged with addressing the needs of both Eugene and Portland programs.

5.8 Baker Lighting Lab – This work group is self-nominated from tenure-related faculty with substantial teaching and/or research commitments in lighting design. The group is responsible for the administration of the Baker Lighting Lab and activities that support the teaching of lighting in the department. The work group makes recommendations to the Department Head relative to expenditures needed to further this mission.

5.9 Burkes Housing Program – This work group is self-nominated from tenure-related faculty with substantial teaching and/or research commitments in housing. The group is responsible for activities that support the teaching of housing in the department. The work group makes recommendations to the Department Head relative to expenditures needed to further this mission.

Ad Hoc Committees

5.10 The Department Head, in consultation with the Department Council, may form **an** Ad Hoc Committee to engage the implementation of existing policy in situations that Standing Committees are not appropriately positioned to equitably address. Faculty members will be given the opportunity to self-nominate for such committees.

5.11 The formation of Ad Hoc Committees will be reported in the earliest available faculty meeting, where all faculty members can provide feedback regarding the committee charge and terms of service. Meeting Minutes will document the scope and authority of the committee.

5.12 The development of new policy in situations that standing committees are not appropriately positioned to equitably address will be assigned to **an** Ad Hoc Committee that **is** elected by the Faculty. This will include amendments to the Departmental Internal Governance Policy. Election of such **an** Ad Hoc Committee will occur at regularly scheduled meetings of the faculty with prior notice given through the circulated agenda. Policies developed by **an** Ad Hoc Committee will be brought forward to the Faculty as a whole for review and approval.

6. Faculty Development

6.1 At the first available faculty meeting in the academic year, the Department Head will convene a discussion of the needs and priorities for the addition of new faculty though a search in the following year. Advisory votes may be taken through which the members of the Core Faculty rank order the priorities discussed.

6.2 The Department Head may appoint an Ad Hoc Committee to assist in the development of IHP proposals. These descriptive materials will be presented to the Core Faculty for review and approval.

6.3 When a new faculty position is approved by the Provost through the Institutional Hiring Plan process, the Department Head appoints a Faculty Search Committee from the Core Faculty (as defined above), with advice from the Department Council regarding the appropriate composition of the committee to best represent the diversity of the faculty and specialized knowledge of the qualification in the area to be sought.

6.4 The Search Committee and the Department Head, together with lead staff, will develop the search materials and protocols, consistent with University requirements.

The decisions on staffing the Search Committee and the protocols for the search are presented to the Faculty for discussion at the next available faculty meeting.

6.5 At the conclusion of the search process, the findings of the Search Committee are presented for discussion in a meeting of the Core Faculty. Votes of the eligible faculty attending to the meeting, directly or remotely, are collected using sealed ballots identified by rank and they become part of the report that the committee prepares for the Department Head and subsequently for the Dean. In that report, the committee will rank order the candidates in its recommendation for appointment. The rank ordering and a summary of the faculty vote will be shared with the faculty at the time it is forwarded to the Department Head. Faculty on sabbatical or other approved, part time leaves are invited to attend the meeting with full voting privileges.

7. Department Head Succession

7.1 When a Department Head is entering the final academic year of an initial appointment and has expressed interest in continuing to serve in that capacity, the Dean will consult the Department

Council on the formation of an ad hoc committee of the Core Faculty to complete a performance review. The ad hoc committee will meet with the Department Head and with other groups of faculty and students as they deem necessary. The ad hoc committee will report findings to All Faculty for a discussion of concerns and opportunities. Votes of all the Core Faculty are collected using secure ballots identified only by rank and they become part of the report that the ad hoc committee prepares for the Dean. The Dean decides upon the reappointment. Department Heads are eligible for a second term of appointment, but not a third unless there has been an intervening appointment.

7.2   When a change in Department Head is anticipated, the Dean meets with the Core Faculty to discuss the process, the interests of the faculty, and to determine if there are candidates available to be considered for this appointment. The position of Department Head is understood to rotate among qualified senior TTF faculty except under extraordinary circumstances. Subject to budget priorities, faculty development goals and approval from the Office of the Provost and Academic Affairs an external search may be considered, but it will also include internal candidates, if any. When a choice is available, eligible Core Faculty will vote for an internal or external search, using sealed ballots that are identified by rank and delivered directly to the Dean for consideration.

7.3   Internal Search – The Dean appoints a steering group to manage the participatory process. The steering group contacts all eligible faculty and forms a list of those willing to serve as Department Head. The faculty meets as a committee of the whole to interview the candidates and to deliberate on their qualifications. The Dean is present or represented in these sessions. The Core Faculty votes using sealed ballots identified by rank and these votes are forwarded to the Dean as the recommendation of the whole. A summary of this vote is reported to the faculty. Faculty on sabbatical or other approved, part-time leaves are invited to attend the meeting with full voting privileges. The Dean makes the appointment.

7.4   External Search – The Dean appoints a search committee consisting of department faculty, a senior academic representative from outside the department and a professional representative with knowledge of the Department. The search committee works with the faculty   to solicit internal and external candidates. The faculty reviews dossiers and forwards written evaluations to the search committee. The search committee meets with the faculty as a   whole to discuss the candidates prior to forming a short list. Finalist interviews with the   faculty, meeting as a group of the whole, will be a part of the process. The search committee meets with the faculty following the campus visits to discuss the strengths and weaknesses of each finalist. At the wish of the Core Faculty, an advisory vote as to the qualification of each candidate may be collected using sealed ballots identified by rank. A summary of this vote is reported to the faculty. Faculty on sabbatical or other approved, part-time leaves are invited to attend the meeting with full voting privileges. Individual letters from the faculty, the collected ballots, and summary evaluations by the search committee   are forwarded to the Dean for consideration. The Dean makes the appointment.

8. Faculty Administrative Roles

8.1   The Department Head is the chief executive, charged with the administration of the department, consistent with University policies and responsive to the needs of the faculty, staff and students. The Department Head is responsible for representation and advocacy of the department, for supervising and mentoring faculty, for overseeing department resources, for managing the course schedule, teaching and service

assignments, for fulfilling the unit head role in faculty evaluations including promotion and tenure and merit evaluations, for guiding the hiring process for tenure related faculty and non-tenure related faculty, and for responding to student, faculty and staff issues and concerns. The Department Head leads the unit in shared decision-making and strategic direction, collaborates with other academic leaders in the administration and vision of the School of Architecture and Environment and works with the Dean and the School Director to facilitate the operations and aspirations of the department.

8.2 Administrative faculty positions within the Department of Architecture include the Director of Undergraduate Studies, Director of Graduate Studies, and Director of Portland Programs. Additions or adjustments to the faculty administrative roles can be made through formal motions approved by the Core Faculty, then forwarded to the Dean for approval. This process must be consistent with the CBA's requirements.

8.3 When a position becomes vacant, the Department Head will review and revise the position description as necessary and present it to the faculty for discussion. The faculty will then be given the opportunity to nominate or self-nominate candidates for consideration of appointment to the position as described. The Department Head solicits input from the faculty and staff, including advisory votes by the Core Faculty, reviews the nominees and makes the appointment.

8.4 The Directors each serve three-year terms that are renewable based on a performance review conducted by the Department Head with solicited input from the faculty.

9. Future Policy Development

9.1 Any policy development processes undertaken as a result of faculty Collective Bargaining Agreement requirements will follow the relevant policy development process outlined in the CBA.

9.2 Faculty may call for changes to established internal governance policies at a regular faculty meeting consistent with CBA Article 4, Sec. 4. At such a meeting the faculty may elect an ad hoc committee on governance to review and prepare the indicated changes. The faculty will strive to inform the dean of any desired changes once per academic year.

9.3 New policy recommendations that are developed by the faculty, or its representative committee will be reviewed and approved by a vote of the Core Faculty at a regularly scheduled meeting. The recommended policy will be submitted to the Dean for review. The Dean will provide a written explanation to All Faculty and an opportunity to discuss any alterations that she or he makes to the recommended policy before it is submitted to the Provost or designee. The Provost or designee will have final authority to establish policy for the Department.

9.4 Timely Progress on Policy Development – Committee members and all Faculty members acknowledge the urgency of policy development and accept responsibility for meeting implementation and deliverable deadlines. In the event that a committee misses an implementation or deliverable deadline, the Department Head has the authority to make

reasonable interpretations of previously existing policy until such time that the committee completes assigned tasks and affected deliverables are approved by the Provost. Administration will provide guidance on implementation of subsequent Key Collective Bargaining Agreement Provisions as Provost Guidelines and timelines become available.

9.5 Other policy development will be consistent with the provisions of this policy.