

SENATE ACTION FORM

No. 1229

Subject: Chair/Director policies

Reference to Senate Minutes dated: April 4, 2022

Senate Action:

MOTION: Faculty Welfare – It is moved to adopt the changes to Board Policy and University Regulations outlined below.

VOTE: Approved by voice vote.

Response requested:

Approval for placement in University Catalog

**Approval for placement in University Regulations**

**Recommendation to Board for placement in Board Policy Manual**

None (sent as information item)

Other action requested/comments:



\_\_\_\_\_  
Faculty Senate Chair

04/14/2022

\_\_\_\_\_  
Date

\* \* \* \* \*

Administrative review of Senate action (unnecessary for information items):

Reviewed by **VPAA/Provost**. Check  if comments attached

Reviewed by **General Counsel**. Check  if comments attached

Presidential action:

Approve  Reject  Return to Senate for discussion/modification (comments attached)

\_\_\_\_\_  
President/Designated Administrative Officer

\_\_\_\_\_  
Date

Date of Board approval (if applicable): \_\_\_\_\_

**PLEASE RETURN SIGNED ORIGINAL AND ATTACHMENT TO THE FACULTY SENATE OFFICE, CARTER HALL 2004, BOX 75.**

[Faculty.Senate@unco.edu](mailto:Faculty.Senate@unco.edu)

Attachment to Senate Action #1229  
Approved by the Faculty Senate  
April 4, 2022

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*In the appropriate place in University Regulations or the Board Policy Manual, as determined by the Codification Committee, add the following definitions:*

1. Academic Unit: A school, department, or free-standing program, housed in an academic college.
  2. Unit leader: A director of a school or the chair of a school, department, or free-standing program.
  3. Chair: A chair is the unit leader of a department or free-standing program, or the unit leader of a school whose faculty workload includes instruction and/or professional activity in addition to chair service.
  4. Director: A director is the unit leader of a school whose entire assignment is professional administration.
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*Additionally:*

Throughout the Board Policy Manual and University Regulations, replace occurrences of “department chair/school director” and “department chair/school director/program area coordinator” with “unit leader.” Replace occurrences of “department chair” with either “chair” or “unit chair” or “unit leader” as appropriate based on context.

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*Specific changes to the Board Policy Manual and University Regulations are outlined below.*

## From Board Policy Manual

### **1-1-301 Curriculum.**

The BOT recognizes that curriculum design is within the purview of the faculty. The BOT authorizes a curriculum approval process in which changes to academic programs and courses are initiated by the concerned programs, schools, or colleges and are reviewed from the point of view of academic desirability by faculty committees at the program area, school, and college levels. After such faculty approvals, questions of implementation are to be determined by the appropriate **school director, unit leader,** dean, and by the (CAO). Changes to undergraduate academic programs that result in requirements which exceed maximum credit hours required by the State of Colorado require the approval of the BOT.

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*Clean copy version:*

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## **2-3-901 Promotion.**

*(For Promotion Stipend see 3-3-701)*

Promotion provides a mechanism for the recognition of contributions of faculty members to the mission of the institution and its reputation as well as professional contributions to the advancement of the state of the art and to society at large. While judgment of potential contributions must necessarily be based on past performance, it is expected that persons achieving a given rank shall continue to take initiatives which are valued by the institution.

Although the administration of promotion policies at the University must be equitable, it must not be perceived as implying identical standards for types of contributions by each individual faculty member. The promotion policy must facilitate the recognition of diverse potentials which harmonize individual competence and initiative with institutional needs and values. The promotion policy attends to both qualitative and quantitative contributions.

Promotion decisions are based only on the outcomes of comprehensive review as described in 2-3-801.

Academic or professional qualifications shall satisfy the minimum qualifications for each rank as established in 2-3-302 Rank Requirements and 2-3-901(1) Academic and Professional Qualifications.

Relevant promotion criteria shall be discussed by the ~~department chair/school director/program coordinator-unit leader~~ with each faculty member in their ~~school/department/program-unit~~ periodically to ensure that each member is cognizant of program area performance expectations. A ~~school director-unit leader~~ shall engage in this process as follows:

- (1) If the ~~school director-unit leader~~ is in the same discipline as the program area, they shall discuss these matters with each faculty member; or
- (2) If the ~~school director-unit leader~~ is not in the discipline of a program area, they together with someone from that program area, shall discuss relevant promotion criteria with each faculty member.

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Academic or professional qualifications shall satisfy the minimum qualifications for each rank as established in 2-3-302 Rank Requirements and 2-3-901(1) Academic and Professional Qualifications.

Relevant promotion criteria shall be discussed by the unit leader with each faculty member in

their unit periodically to ensure that each member is cognizant of program area performance expectations. A unit leader shall engage in this process as follows:

- (1) If the unit leader is in the same discipline as the program area, they shall discuss these matters with each faculty member; or
- (2) If the unit leader is not in the discipline of a program area, they together with someone from that program area, shall discuss relevant promotion criteria with each faculty member.

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## 2-3-1101 Disciplinary Action of Tenured Faculty

### 2-3-1101(1) Internal Review.

See 1-1-310(1), Internal Review.

### 2-3-1101(2) Suspension.

See 1-1-310(2), Suspension, and 2-3-1101(3)(a), Initiation of Proceedings.

### 2-3-1101(3) Dismissal.

See 1-1-310(3), Dismissal.

### 2-3-1101(3)(a) Initiation of Proceedings.

Proceedings which may result in a recommendation of dismissal of a faculty member may be initiated by the President, ~~Chief Academic Officer (CAO), or academic deans, or directors~~ by communicating said recommendation to the President. The President ~~will shall~~ send such recommendation to the Faculty Senate Faculty Welfare Committee (Welfare Committee). The President may direct that the affected faculty member be relieved of some or all of their duties and responsibilities, without prejudice and without loss of compensation, pending the final disposition of their case.

[...]

(VI) The final action taken by the BOT ~~will shall~~ be communicated to the chair of the Faculty Senate, the ~~school director unit leader~~, the dean, the CAO and the President.

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[...]

(VI) The final action taken by the BOT shall be communicated to the chair of the Faculty Senate, the unit leader, the dean, the CAO and the President.

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# From University Regulations

## 3-3-301 ~~Department~~ Chair Selection and Evaluation.

A chair is the unit leader of a department or free-standing program, or the unit leader of a school whose faculty workload includes instruction and/or professional activity in addition to chair service.

### 3-3-301(1) ~~Department~~ Chair Selection.

- (a) ~~Chairs are~~ A chair is an at-will employee in their capacity as chair. Normally ~~they will~~ the chair shall be appointed from tenured or tenure-track faculty within the ~~department unit~~. ~~Chairs will be appointed for a three-year term.~~ There is no limit to the number of terms a chair may serve. If the chair is to be selected from the current faculty of the ~~department unit~~, an agreement between the dean and a majority of the faculty of the ~~department unit~~, outlining the recommendation process, including faculty involvement, ~~will shall~~ be required prior to initiating the search for a chair. Faculty involvement may include ~~department unit~~ faculty vote and/or conferences with the faculty in the ~~department unit~~. Upon completion of this process, the dean of the college shall recommend a ~~department~~ chair to the CAO for approval.
- (b) When no qualified faculty member is willing to accept appointment as chair and/or the ~~department unit~~ and dean agree that it is in the best interest of the ~~department unit~~ not to recommend a chair from present faculty, or when the ~~department unit~~ and dean cannot reach agreement on the appointment of a chair, the following applies:
- (i) The dean may request and receive authorization to advertise externally for a ~~department~~ chair. Selection of off-campus candidates for the position of ~~department~~ chair ~~will shall~~ follow established University procedures for the hiring of full-time tenure-track faculty, or
- (ii) The ~~Chief Academic Officer (CAO)~~, in consultation with the dean and the ~~department unit~~, ~~will shall~~ appoint a chair from among the faculty of the University for a term of no more than one year.

**3-3-301(2) Term of Service.** A chair shall be appointed for a three-year term.

**3-3-301(32) Temporary and/or Permanent Vacancies.** In all cases of ~~anticipated vacancy due to causes such as illness, resignation, or leave~~ vacancies occurring during a chair's term of service, the dean, after seeking faculty involvement input, may appoint an acting chair who ~~will shall~~ assume responsibilities immediately. ~~If necessary, the procedures for the selection of a permanent chair will commence immediately.~~

**3-3-301(43) Relief of ~~Department~~ Chair Responsibilities.** If for any reason the dean believes that a change in ~~department unit~~ leadership is necessary, the dean may, in consultation with the CAO, relieve the individual of chair responsibilities. Unless circumstances prohibit, such action will ~~not only~~ be taken ~~except~~ after consultation with the ~~department unit~~ faculty.

**3-3-301(5.4) ~~Department~~ Chair Evaluation.** Evaluation of those in the position of chair shall follow the standard University evaluation process (see Board Policy Manual, 1-1-307 and 2-3-Part 8 and University Regulations 3-3-Part 8). The portion of a chair's workload devoted to chair duties shall be evaluated as "Chair Responsibilities" as a separate subcategory under service, which will be averaged into the overall service score as a weighted average according to workload. Although the dean does not assign scores in the annual/biennial/triennial evaluation process, the dean ~~will shall~~ assign scores in evaluating the "chair responsibility" section of the service. This evaluation ~~will shall~~ be averaged with the ~~department unit~~ faculty's evaluation of the chair's workload in their capacity as chair. ~~Additionally, if there is a disagreement as to the level of evaluation (as defined in 3-3-801(f)) between the department unit faculty's evaluation of the chair, in their capacity as chair, and the dean's evaluation, the results of each evaluation will shall be sent to the Chief Academic Officer CAO as an information item. If the department unit faculty's or dean's evaluation of the chair's performance as chair's performance as chair is at the level of "unsatisfactory" or "needs improvement", the dean shall convene a meeting with the department unit~~

faculty to discuss the evaluation.

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**3-3-301 Chair Selection and Evaluation.**

A chair is the unit leader of a department or free-standing program, or the unit leader of a school whose faculty workload includes instruction and/or professional activity in addition to chair service.

**3-3-301(1) Chair Selection.**

- (a) A chair is an at-will employee in their capacity as chair. Normally the chair shall be appointed from tenured or tenure-track faculty within the unit. There is no limit to the number of terms a chair may serve. If the chair is to be selected from the current faculty of the unit, an agreement between the dean and a majority of the faculty of the unit, outlining the recommendation process, including faculty involvement, shall be required prior to initiating the search for a chair. Faculty involvement may include unit faculty vote and/or conferences with the faculty in the unit. Upon completion of this process, the dean of the college shall recommend a chair to the CAO for approval.
- (b) When no qualified faculty member is willing to accept appointment as chair and/or the unit and dean agree that it is in the best interest of the unit not to recommend a chair from present faculty, or when the unit and dean cannot reach agreement on the appointment of a chair, the following applies:
  - (i) The dean may request and receive authorization to advertise externally for a chair. Selection of off-campus candidates for the position of chair shall follow established University procedures for the hiring of full-time tenure-track faculty, or
  - (ii) The CAO, in consultation with the dean and the unit, shall appoint a chair from among the faculty of the University for a term of no more than one year.

**3-3-301(2) Term of Service.** A chair shall be appointed for a three-year term.

**3-3-301(3) Vacancies.** In all cases of vacancies occurring during a chair's term of service, the dean, after seeking faculty input, may appoint an acting chair who shall assume responsibilities immediately.

**3-3-301(4) Relief of Chair Responsibilities.** If for any reason the dean believes that a change in unit leadership is necessary, the dean may, in consultation with the CAO, relieve the individual of chair responsibilities. Unless circumstances prohibit, such action will only be taken after consultation with the unit faculty.

**3-3-301(5) Chair Evaluation.** Evaluation of those in the position of chair shall follow the standard University evaluation process (see Board Policy Manual, 1-1-307 and 2-3-Part 8 and University Regulations 3-3-Part 8). The portion of a chair's workload devoted to chair duties shall be evaluated as "Chair Responsibilities" as a separate subcategory under service, which will be averaged into the overall service score as a weighted average according to workload. Although the dean does not assign scores in the annual/biennial/triennial evaluation process, the dean shall assign scores in evaluating the "chair responsibility" section of the service. This evaluation shall be averaged with the unit faculty's evaluation of the chair's workload in their capacity as chair. Additionally, if there is a disagreement as to the level of evaluation between the unit faculty's evaluation of the chair, in their capacity as chair, and the dean's evaluation, the results of each evaluation shall be sent to the CAO as an information item. If the unit faculty's or dean's evaluation of the chair's performance as chair is at the level of "unsatisfactory" or "needs improvement", the dean shall convene a meeting with the unit faculty to discuss the evaluation.

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**3-3-1101 School Director Policy.** This document sets forth the policies and procedures to governing the selection and evaluation of school directors. A director is the unit leader of a school whose entire assignment is professional administration.

**3-3-1101(1) School Director Selection.** Directors are A director is an at-will employees in their capacity as directors.

(a) Normally the director will shall be appointed from tenured or tenure-track faculty within the school.

Upon completion of the following process, the dean of the college shall recommend a school director to the Chief Academic Officer (CAO) for approval. If the director is to be selected from the current faculty of the school, an agreement between the dean and a majority of the faculty of the affected school, outlining the recommendation process including faculty involvement, will shall be required prior to initiating the search for a director. Faculty involvement may include school faculty vote, conferences with individual faculty and/or the school, and/or interviews with potential candidates. e Evaluations from persons (a) external to the school may also be considered.

(b) When no qualified faculty member is willing to accept appointment as director and/or the school and dean agree it is in the best interest of the school not to recommend a director from present faculty, or when the school and dean cannot reach agreement on the appointment of a director, procedures (b) or (c) below will apply the following applies:

(b) (i) The dean may request and receive authorization from the CAO to advertise externally for a school director. Selection of off-campus candidates for the position of school director will shall follow established University procedures for the hiring of full-time faculty into a tenured position at the rank of associate professor or professor. tenured-track faculty.

(c) (ii) The CAO, in consultation with the dean and the school, will shall appoint a director from among the faculty of the University for an appointment of no more than one year.

**3-3-1101(2) Term of Service.** Directors normally will A director shall be appointed for a five-year term.

**3-3-1101(3) Vacancies.** In all cases of unanticipated vacancy due to causes such as illness, resignation, or leave vacancies occurring during a director's term of service, the dean, after seeking faculty input involvement, may appoint an acting director who will shall assume responsibilities immediately. If necessary, the procedures for selection of a permanent director will commence immediately.

**3-3-1101(4) Evaluation of Director.** The dean will shall evaluate all directors annually under the University evaluation system. Faculty in the school must be involved in the evaluation. [See also \*reference to the Deans Evaluation\*.]

**3-3-1101(5) Relief of Director Responsibilities.** If for any reason the dean believes that a change in unit leadership is necessary, the dean may, in consultation with the CAO, relieve the individual of director responsibilities. Unless circumstances prohibit, such action shall only be taken after consultation with the unit faculty.

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**3-3-1101 School Director Policy.** This document sets forth the policies and procedures to governing the selection and evaluation of directors. A director is the unit leader of a school whose entire assignment is professional administration.

**3-3-1101(1) Director Selection.** A director is an at-will employee in their capacity as director.

- (a) Normally the director shall be appointed from tenured or tenure-track faculty within the school.

Upon completion of the following process, the dean of the college shall recommend a director to the CAO for approval. If the director is to be selected from the current faculty of the school, an agreement between the dean and a majority of the faculty of the affected school, outlining the recommendation process including faculty involvement, shall be required prior to initiating the search for a director. Faculty involvement may include school faculty vote, conferences with individual faculty and/or the school, and/or interviews with potential candidates. Evaluations from persons external to the school may also be considered.

- (b) When no qualified faculty member is willing to accept appointment as director and/or the school and dean agree it is in the best interest of the school not to recommend a director from present faculty, or when the school and dean cannot reach agreement on the appointment of a director, the following applies:
- (i) The dean may request and receive authorization from the CAO to advertise externally for a school director. Selection of off-campus candidates for the position of director shall follow established University procedures for the hiring of full-time faculty into a tenured position at the rank of associate professor or professor.
  - (ii) The CAO, in consultation with the dean and the school, shall appoint a director from among the faculty of the University for an appointment of no more than one year.

**3-3-1101(2) Term of Service.** A director shall be appointed for a five-year term.

**3-3-1101(3) Vacancies.** In all cases of vacancies occurring during a director's term of service, the dean, after seeking faculty input, may appoint an acting director who shall assume responsibilities immediately.

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