

UNIVERSITY OF  
NORTHERN COLORADO

**BOARD OF TRUSTEES AGENDA ACTION ITEM**

Meeting Date: June 10, 2022

<b>Name of Item:</b>	<b>Board Policy Manual Amendment – Sections 1-1-301, 2-3-901, 2-3-1101(3)(a)(VI) (Chair/Director Policies)</b>
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Responsible Staff Member: Satriana

**Summary of Agenda Item:** This is a proposed change to certain sections of the Board Policy Manual to replace the term "department chair/school director" and "department chair/school director/program area coordinator" with "unit leader" and to replace the term "department chair" with either "chair," "unit chair," or "unit leader" as appropriate based on context. During the 2022-2023 Academic Year, the Academic Policies Committee of the Faculty Senate will work, in consultation with the Provost's Office, to provide improved definitions of the terms "program area," "department," and "school." If, as a result of this work, it is clear that there need to be further changes to the distinctions between "chair" and "director," the Faculty Welfare Committee of Faculty Senate will work on revising the relevant policy(ies).

Recommended Action by BOT:	<input checked="" type="checkbox"/> Approval	<input type="checkbox"/> No Action Needed
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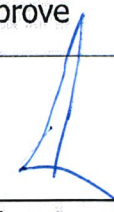
Change to Board Policy Manual:	<input checked="" type="checkbox"/> Approval	<input type="checkbox"/> No Action Needed
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If yes, Sections: 1-1-301, 2-3-901, and 2-3-1101(3)(a)(VI)
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**Administrative Recommendation (Motion):** Approve

  
Signature of Vice President

6/1/2022  
Date

  
Signature of President

5/2/22  
Date

## No. 1229

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

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

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

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

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Proceedings which may result in a recommendation of dismissal of a faculty member may be initiated by the President, CAO, or academic deans by communicating said recommendation to the President. The President 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 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 employees 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 ~~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 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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*Clean copy version:*

**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.

**3-3-1101(4) Evaluation of Director.** The dean shall evaluate all directors annually under the University evaluation system. Faculty in the school must be involved in the 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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Good afternoon Lori,

Please find below the senate's next steps on 1229. With this commitment to next steps the current version of the policy may be signed.

Kirsty.

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**From:** Levin, Oscar <[Oscar.Levin@unco.edu](mailto:Oscar.Levin@unco.edu)>

**Sent:** 23 May 2022 16:07

**To:** Fleming, Kirsten <[kirsten.fleming@unco.edu](mailto:kirsten.fleming@unco.edu)>; Senbet, Dawit <[Dawit.Senbet@unco.edu](mailto:Dawit.Senbet@unco.edu)>

**Subject:** Next steps on Chair/Director policy (SA 1229)

Hi Kirsty,

As per our conversation today and last week, I'd like to outline the next steps to further improve the policy that will be implemented once Senate Action 1229, Chair/Director Distinction is approved.

During the next academic year, the Academic Policies Committee will work, in consultation with the Provost Office, to provide improved definitions of "program area", "department", and "school". If, as a consequence of this work, it becomes clear that the distinction between chair and director needs to be changed further, the Faculty Welfare committee will work on revising that policy as well.

Let me know if you have any concerns.

Cheers,  
Oscar.

Oscar Levin, Associate Professor,  
Chair, Faculty Senate  
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University of Northern Colorado, Campus Box 122,  
Greeley, CO 80639 phone (970) 351-2380 fax (970) 351-1225  
Zoom: <https://unco.zoom.us/my/oscarlevin>