

Adopted by the EPOL faculty on September 2, 2011.



BYLAWS

DEPARTMENT OF EDUCATION POLICY, ORGANIZATION, AND LEADERSHIP

Mission Statement. The Education Policy, Organization, and Leadership Department aims to fulfill the mission of the University of Illinois, Urbana-Champaign and the College of Education as an international leader in educational research; dissemination of knowledge and evidence intended to support educational theory, practice, and policy; and preparation of practitioners, policymakers, scholars, and leaders for the enhancement of Illinois, the United States, and the world.

The Department is focused on the study and development of policy, leadership, and organizational change in a variety of local, state, national, and international contexts, including P-12 schooling, higher education, the workplace, and informal settings where education also takes place (including the family and the community).

I. MEMBERSHIP

A. Membership in the Department

“The staff of a Department includes persons of all ranks who, on the recommendation of its Head, are appointed or assigned to it” (Statutes, Article IV, Sec. 1a).

Membership in the Department shall consist of its Faculty; emeriti/emertae professors; lecturers; visiting, research, clinical, and adjunct faculty; academic professionals and staff; and enrolled students.

All members of the Department shall have a voice during Department meetings, when the full Department meets. However, discussions in Department meetings shall be advisory to the Faculty. Faculty meetings, when convened, do not include all members of the Department.

B. Membership in the Faculty

The voting Faculty shall consist of all tenured and tenure-track professors. The Faculty are the governing body of the Department.

The Faculty of the Department consists of those members of the academic staff with the rank or title of professor, associate professor, or assistant professor who are tenured or receiving probationary credit toward tenure and who are budgeted at least 25% within the department. Movement across these ranks, and the rights and responsibilities which accrue to these tenure-line faculty members, are controlled by the Statutes and policies of the University.

C. Other Members of the Department

Research Professors, Adjunct Professors, Lecturers, Clinical Faculty, Visiting Professors, Affiliate Faculty, and Emeritus Faculty are members of the Department, but are not eligible to vote as Faculty. However, the tenure system faculty may grant specified faculty privileges, including voting rights, to members of the academic staff of the Department who have the rank or title of professor, associate professor, assistant professor, instructor, or lecturer modified by the terms "research," "adjunct," "affiliate," "clinical," "visiting," and/or "emeritus."

Academic Professionals, Civil Service staff, and students are also members of the Department.

D. Meetings of the Department and Faculty

Department meetings shall be held at least once each academic year at the call of the Head. Minutes shall be recorded by the Department secretary, distributed to all members of the Department, and maintained in the Departmental office. Recommendations may be discussed at these meetings, but they are advisory to the Faculty.

Faculty meetings shall be held at least once each semester at the call of the Head. If one-third of the voting Faculty request a meeting in writing, stating the reason(s), the Head shall call a Faculty meeting within two weeks.

The Head, or his/her designate, shall preside at Department and Faculty meetings.

A majority of the Faculty of the Department not on leave shall constitute a quorum at Faculty meetings. Motions receiving a majority vote of those present and voting during the course of a legally constituted meeting shall be deemed to have passed.

Resolutions which accord with the University Statutes, College and Department By-Laws, and which are passed in Faculty meetings shall be binding on the Department.

Minutes of Faculty meetings, including Resolutions passed, shall be recorded by the Department secretary, and made available electronically to all the Department members and preserved in the Departmental office.

Department and Faculty meetings shall be conducted according to *Roberts Rules of Order* if and when any member so requests. The Department Parliamentarian shall be responsible for interpreting the rules.

II. ORGANIZATION

A. General

The Department will be organized with a Head, Associate Head, and a Faculty Advisory Committee. The Head of the Department will be appointed according to the provisions of the *Statutes*, which also set forth the duties and responsibilities of the office. Pertinent sections of those *Statutes* are quoted below. The selection of the Faculty Advisory Committee members is specified in Section II.D.

B. Appointment and Responsibilities of the Head

The Head of a Department shall be appointed without specified term by the Board of Trustees on recommendation by the Chancellor and the President after consultation with the Dean of the College and all members of the Department faculty. The Head may, however, be relieved of title and duties as Head of the department by the Board of Trustees, on recommendation of the Chancellor and the President in consultation with the Dean of the College (*Statutes, Article IV, Sec. 3a*).

The Head of the Department shall have the power to determine such matters as do not affect other departments or properly come under the supervision of larger administrative units (*Statutes, Article IV, Sec. 3b*).

It shall be the special obligation of the Head to stimulate and foster, by every means possible, high teaching standards and practices and scholarly research activities of all members of the Department. In the administration of the office, the Head shall recognize the individual responsibility of other members of the Department for the discharge of the duties committed to them by their appointments and shall allow proper scope to the ability and initiative of all members of the Department (*Statutes, Article IV, Sec. 3e*).

The Head shall provide general direction of the work of the Department. In each Department organized with a Head, the Head shall have general direction of the work of the Department. The Head shall (1) consult with the Department Faculty Advisory Committee in regard to departmental policy; (2) consult with each member of the Department regarding the nature and scope of the work in the charge of that member; (3) call meetings of the Department for explanation and discussion of departmental policies, educational procedure, and research, of which there shall be at least one in each academic year for consideration of departmental governance and educational policy; (4) be responsible for the organization of the work of the Department, for the quality and efficient progress of that work, for the formulation and execution of departmental policies, and for the execution of University and College policies insofar as they affect the Department; (5) report on the teaching and research of the Department; (6) have general supervision of the work of students in the Department; (7) prepare the Department budget in consultation with the Department Faculty Advisory committee; and (8) be responsible for the distribution and expenditure of departmental funds and for the care of departmental property (*Statutes, Article IV, Section 3d*).

In addition to these general duties, the Head shall be responsible for: (9) the execution of departmental policies as specifically prescribed in these By-Laws and in the University Statutes; (10) the exercise of additional powers delegated to him/her by the Faculty Advisory Committee or the Faculty; (11) the final decision on the appointment of graduate assistants recommended by the Graduate Programs Committee; (12) the assignment of teaching and other duties within the Department in accordance with departmental policies and with the advice of the Faculty Advisory Committee; (13) the representation of the Department in negotiations with other departments, and with institutes, schools, and colleges, and with administrative officers of the University; (14) the appointment of such departmental committees as may be deemed necessary or desirable (unless the committee membership is designated by the Faculty for a Faculty-created committee), with the advice of the Faculty Advisory Committee; (15) submission to the Faculty of such reports and information as may be necessary to keep the Faculty fully informed concerning the activities, plans, and progress of the Department; and (16) transmission, as appropriate, to the Faculty Advisory Committee, to the Dean, or to other University officers, of all communications received from members of the Faculty.

The Head shall call and preside at meetings of the Department and the Faculty. The Head has a vote only in order to break a tie.

The Head will determine the yearly teaching load and non-teaching assignments for each faculty member consistent with his/her percentage FTE appointment in the Department. Any departure from the normal faculty teaching load, including buy-out of courses for research, must be negotiated with the Head. If any aspect of a faculty member's load fails to develop or a faculty member fails to fulfill his/her obligations with respect to load, the Head may reassign the faculty member to other activities.

The Head may appoint faculty members to serve in administrative or coordinating positions within the Department. The Head shall have the power to appoint, with the advice of the Faculty Advisory Committee, the Department's secretaries and secretarial assistants, and the Parliamentarian.

The performance of the Head shall be evaluated at least once every five years by the Faculty Advisory Committee (Statutes IV.4.a). As one component of this evaluation, views shall be solicited from the entire Department faculty. In addition, annual feedback on the performance of the Head will be provided by the entire Faculty through the Faculty Advisory Committee in conjunction with the annual reviews of the Faculty.

In case of the sudden resignation or incapacitation of the Head, the Faculty Advisory Committee shall recommend to the Dean the appointment of a temporary Head to serve until such time as a replacement can be appointed through standard University appointment procedures. In the event of a leave of absence or a sabbatical of one semester or longer, the Faculty Advisory Committee of the Department will recommend to the Dean an Acting Head. In shorter periods of absence, the Head will designate his/her own temporary replacement, upon the approval of the Dean.

C. Associate Head

The Department will have an Associate Head who will work with the Head to manage the activities of the department. The Associate Head is nominated by the Advisory Committee through consultation with the Head and is subject to approval by a vote of the Faculty.

The performance of the Associate Head shall be formally evaluated at least once every five years by the Advisory Committee, and a recommendation made to the Head about extending his or her appointment. As one component of this evaluation, views shall be solicited from the entire Department. In addition, annual feedback on the performance of the Associate Head will be provided to the Head by the Faculty through the Advisory Committee in conjunction with the annual reviews of the Faculty.

D. Faculty Advisory Committee

The Faculty Advisory Committee is an essential part of the operations of shared governance at the departmental level. While final decisions reside with the Head over most departmental management issues, the Faculty have the right to expect that information and decisions will be shared to the widest extent possible with the Faculty Advisory Committee, and that these will be discussed in full consideration of the respective responsibilities of the Head and of the Faculty Advisory Committee as the elected representatives of the Faculty.

Composition. There shall be a Faculty Advisory Committee elected from the Faculty of the Department. It shall consist of seven members elected from the Faculty, and the Head and Associate Head as nonvoting ex-officio members. The elected terms of its members are two years, staggered so that some positions are open for vote each year. Members may be re-elected, but shall be limited to no more than two consecutive terms of two years each. In some cases, to stagger membership, or to replace a member who is no longer present or able to serve, a term may consist of less than two years.

Election to the Faculty Advisory Committee shall be by a vote of the Faculty, using a secret ballot, as early as possible in the academic year (and no later than the end of August). During the first week of classes in each fall semester the Head will issue a ballot, including all eligible Faculty who have not requested that their names be deleted, to all members of the Faculty. Each Faculty member may cast a vote for up to the maximum number of open positions. The candidates who receive a plurality of votes shall be elected. In case of a tie, there shall be a run-off vote.

When a vacancy in the Faculty Advisory Committee occurs during a member's two-year term, nominations and a vote by secret ballot will be held at the next scheduled Faculty meeting. The replacement member's term will expire at the end of the regular two-year term of the member he/she replaces.

There will also be a non-voting graduate student member of the Faculty Advisory Committee. This representative will be elected by the graduate students in the Department by an electoral process of their own choosing. In cases where personnel matters are being discussed, or where the committee otherwise needs to go into Executive session, the student member will not participate.

Members of the Faculty Advisory Committee shall elect their own Chair, who will prepare the agenda in consultation with the Head and preside over the meetings.

Faculty Advisory Committee meetings will be held at least twice a semester. Additional meetings may be called by the Faculty Advisory Committee Chair on his/her own initiative, at the request of the Head, or at the request of two Faculty Advisory Committee members. The Faculty Advisory Committee has the right to meet without the Head and without the consultation of the Head, to discuss departmental affairs, but no official action may be taken at such meeting. Any faculty member shall be entitled to a conference with the committee or with any member of it on any matter properly within the purview of the committee.

Minutes of the Faculty Advisory Committee meetings shall be recorded and preserved by the Departmental Secretary. The Department Head will communicate Faculty Advisory Committee meeting decisions and discussions to the Department membership as appropriate.

Functions. The functions of the Faculty Advisory Committee shall be to provide for the orderly voicing of suggestions for the good of the Department, to recommend procedures and committees that will encourage faculty participation in formulating policy, and to perform such other tasks as may be assigned to it. Any faculty member shall be entitled to a conference with the Faculty Advisory Committee or with any member of it on any matter properly within the purview of the Faculty Advisory Committee. If the Faculty Advisory Committee is in session to evaluate the Head's performance, the Head shall not be a member.

Decisions of the Faculty Advisory Committee shall require a majority vote of the elected members. The Faculty Advisory Committee shall have the power to determine its operating rules, except as specified in the University Statutes and the By-Laws.

The Head shall consult with the Faculty Advisory Committee prior to the preparation of the budget. This will include: (a) general policy on preliminary budget requests and (b) general policy on allocating funds among the major budget categories. Upon obtaining the Faculty Advisory Committee's feedback regarding the departmental budget, the Head will present the proposed budget to the entire Faculty, at a regularly designated Faculty meeting, for their information and input.

The Head and the Faculty Advisory Committee shall annually evaluate Department members for the purpose of recommending salary increases to the Dean. The criteria and procedure shall be explained to the Department prior to each annual evaluation. Individual results of this evaluation shall be transmitted by the Head to each Department member prior to transmittal to the Dean. Members shall have the right to appeal this evaluation to the Head, in writing, within one week of receiving notification of the results.

All Department staffing assignments shall occur in consultation with the Faculty Advisory Committee, including non-tenure track Faculty appointments and "zero-time" tenure track appointments. All recommendations for reassignment of Faculty time outside the Department (which may include such things as sabbatical leaves, or special assignments in the College, the University, and governmental agencies) shall take into consideration:

1. the programmatic needs of the Department;
2. the interest of the faculty member;
3. the interest of present and prospective students;
4. the general needs of the Department as a whole;
5. previous reassignments of time.

E. Divisions

The Department contains several divisions which provide a disciplinary or thematic home for Faculty and have specific responsibilities. A division may be formed (or reformed) at any time when at least three faculty members request it and the Faculty Advisory Committee recommends approval by the Head.

Each division shall have an election every two years to select a Coordinator whose role is to call and facilitate division meetings, and to represent the division in Department-level discussions, including the Graduate Programs Committee.

Faculty members of the Department can affiliate with one or more divisions. Membership and affiliation with a division shall be determined by self-selection of the Faculty, subject to the approval of the other members of the division. Proposals for new faculty positions or other appointments may originate in divisions.

The main function of divisions is to oversee one or more degree programs and concentrations. Each program or concentration should have a designated Faculty Program Leader to coordinate program operations; a Faculty Program Leader may be responsible for more than one program. Student recruitment and preparing descriptive

material (including web pages) about the division and its programs are the responsibility of the divisions. Student applications for programs, certificates, specializations, or concentrations are reviewed by the divisions. Recommendations for admission, advisors, and support for new incoming students are forwarded for approval by the Department Graduate Programs Committee. Advising and annual student reviews are the responsibility of divisions.

Degree programs, certificates, specializations, or concentrations are managed by the Faculty who teach in them; teaching assignments and teaching schedules are recommended by the divisions, but are ultimately the responsibility of the Department Head and the Department Graduate Programs Committee. New program proposals may be proposed by Faculty, subject to review and approval by the Departmental and College Graduate Programs Committees.

F. Other Departmental Committees

Graduate Programs Committee. This committee is composed of the Coordinators of each of the divisions and is chaired by a Director of Graduate Programs, who is nominated by the Head in consultation with the Faculty Advisory Committee and is subject to approval by a vote of the Faculty. The Coordinator of Distance Learning (see below) is a non-voting *ex officio* member.

There will also be a non-voting graduate student member of the Graduate Programs Committee. This representative will be elected by the graduate students in the Department by an electoral process of their own choosing.

The Graduate Programs Committee has several areas of responsibility. It serves as an admissions committee, reviewing the recommendations for admission and financial support for new applicants that come from the divisions, looking at these in the context of the overall composition and resources of the department. It recommends to the Head the nomination and assignment of graduate research and teaching assistants funded by the Department, and the nomination of Department students for fellowships and tuition and fee waivers, based on the recommendations of the Awards Committee.

The Graduate Programs Committee also looks at teaching assignments and schedules across the Department to ensure an overall balance in the scheduling and availability of courses. Where some courses may be required for various degrees inside or outside the department, it ensures that these courses are taught at convenient and (whenever possible) non-overlapping schedules.

Proposals for new programs or concentrations, or changes to existing programs, will be reviewed by the Department Graduate Programs Committee, which will recommend approval to the Head and the Faculty Advisory Committee before they are sent forward to the College Graduate Programs Committee.

Distance Learning Committee. This committee has no formal authority or approval rights as such; it is a coordinating committee that brings together the faculty coordinators of each distance learning (online and off-campus) program to discuss issues of common concern and to explore areas of potential synergy and cooperation. All of its policy recommendations and program proposals must be approved by the Graduate Programs Committee, which has overall responsibility for graduate programs in the department. Its Coordinator is nominated by the Head in consultation with the Faculty Advisory Committee and is subject to approval by a vote of the Faculty. The

Coordinator of Distance Learning is a non-voting *ex officio* member of the Graduate Programs Committee.

Grievance Committee. The Faculty Advisory Committee shall serve as the Department Grievance Committee. Duties of the Grievance Committee shall be to address complaints and queries from members of the department concerning actions and policies of the Department, its officers, committees, or Faculty. The Committee shall ensure due process, in line with department, college, and campus regulations.

The Head shall not serve as a member of the Department Grievance Committee. In case of a grievance against the Head, the Grievance Committee will bring its recommendations to the Dean of the College.

It is the responsibility of all aggrieved parties to pursue normal channels of resolution to potential grievances before filing a formal grievance. In the event that informal resolution is not possible, the formal grievance should be explicitly stated in writing and presented to the Committee, including the facts relating to the matter and the resolution sought by the grievant. The Committee will inform, in writing, the individual(s) against whom the grievance is made of the matter under dispute, including the identity of the grievant. The respondent(s) will then be given the opportunity to reply in writing to the written grievance, followed by a written reply to the respondent's rejoinder from the grievant. The Committee will convene to address the grievance and to solicit whatever information it deems appropriate to consider; all deliberations of the Committee will be kept in strictest confidence. The findings of the Committee will be communicated in writing to the grievant and to the respondent(s), including any further avenue of appeal of the Committee's findings. All grievance investigations will function in a timely manner, specifying reasonable time frames for each step in the process, and a known point at which the process shall be considered complete.

Students may pursue a grievance when s/he believes that a decision or behavior adversely affects his/her status as a student and is contrary to the policies of the College of Education and the Graduate College (See *Bylaws*, Article XI, Section E.). This policy does not apply in cases of academic misconduct such as breaches of academic integrity in research and publication that are handled under campus's *Policy and Procedures on Integrity in Research and Publication* or to cases that arise under *Student Code*, such as capricious grading in a course or academic integrity.

Capricious Grading Committee. An elected Capricious Grading Committee will be composed of three faculty members and one graduate student and will act in accordance with the regulations set forth in the *Student Code*. The first year they will choose lots to determine one, two, and three year terms respectively. Each succeeding year one new member will be elected to the Committee. Each member will act as committee chair during the final year of his/her term. The student representative will be elected for a one year term by the graduate students in the Department. The elections will take place at the beginning of each Fall semester.

Awards Committee. In consultation with the division coordinators, the Awards Committee shall be charged with the responsibility of developing recommendations for nominations of individuals for student, faculty, and staff awards, seeking departmental approval, and shepherding their nominations through the nominations process. In fulfilling this responsibility, Awards Committee members may call upon other faculty members to provide appropriate supporting documentation and recommendation

letters. The Awards Committee is responsible for notifying the departmental faculty in a timely fashion of upcoming awards, including submissions deadlines.

Membership in the Awards Committee shall be determined annually. Membership shall consist of three faculty members of the department who are elected by the departmental faculty, as well as two faculty members who are appointed by the Head. In making appointments to the Awards Committee, the Head shall take into consideration adequate representation of faculty and students across the department's divisions. In addition, the Head will appoint two students to this committee, who will participate in recommendations for faculty awards, but not student awards. Members of the Awards Committee shall elect their own chair and shall select a member who will serve as the departmental representative to the College and student awards committees.

Promotion and Tenure Committee. Seven members of the Department from the ranks of tenured Associate and Full Professors shall be chosen to form a Promotion and Tenure Committee and shall perform the duties outlined under Section III below. Four of these members are elected from a slate of all eligible members by a vote of the full Faculty; those elected will serve three years in a staggered sequence to ensure some continuity as well as turnover. In order to ensure an appropriate blend with respect to disciplinary background, faculty rank, diversity, or other factors, three additional members will be appointed by the Department Head annually; any of them may be reappointed at the discretion of the Head.

III. PROMOTION, TENURE, AND ANNUAL REVIEWS

Promotion and Tenure. The Head, in consultation with the Department Promotion and Tenure Committee, appoints a chair for each candidate's dossier preparation committee. The Head and chair identify two other members to serve on the dossier preparation committee. The chair and committee members are selected with an understanding of the nature of research being conducted by the candidate and the expectations of his/her discipline (for example, fields that emphasize journal articles over books, or vice versa). The dossier preparation committee is charged with the following tasks:

1. Assisting the candidate in preparing the promotion papers moving from assistant to associate professor or from associate to full professor in compliance with the guidelines set forth in Provost's Communication #9;
2. Assisting the candidate in developing research and teaching statements;
3. Writing the evaluations of teaching, research, and service, or identifying others who have special expertise to do so;
4. Ensuring that the preparation process stays on schedule according to the published College timeline.

Based on a review of the dossier, including the external letters of review, and internal reviews, the Department Promotion and Tenure Committee will evaluate and vote by secret ballot on each candidate's case for promotion and/or tenure. The deliberations of the Committee shall be deemed strictly confidential. Only members present for the deliberations may vote. This vote is advisory to the Head.

Based on a review of the dossier, including the external letters of review, internal reviews, and the Promotion and Tenure Committee vote, the Department Head makes a

final recommendation to the Dean for promotion with indefinite tenure or notification of non-reappointment. Should a decision be made by the Department Head to recommend that a notice of non-reappointment be made, Provost Communication #10 outlines the appeal process.

Third-Year Review. Tenure-track assistant professors will receive a Third-Year review as part of the typical review process toward promotion and tenure in accordance with Provost's Communication #13. The Head, in consultation with the Department Promotion and Tenure Committee, appoints a chair of the Third-Year Review Committee. The Head and chair identify two other members to serve on the dossier preparation committee. The chair and committee members are selected with an understanding of the nature of research being conducted by the candidate and the expectations of his/her discipline (for example, fields that emphasize journal articles over books, or vice versa). The Third-Year Review Committee is charged with the following tasks:

1. Assisting the candidate in preparing the third-year papers using the dossier guidelines set forth in Provost's Communication #9;
2. Assisting the candidate in developing research and teaching statements;
3. Writing the evaluations of teaching, research, and service, or identifying others having special expertise to do so;
4. Ensuring that the preparation process stays on schedule according to the published College timeline.

Based on the external letters of review, internal reviews and review of the dossier, the Department Head makes a recommendation to the Dean that the probationary period continues or that a notice of non-reappointment be issued. Faculty members are notified of the outcome of the review in writing. Should the Head recommend that a notice of non-reappointment be made, Provost Communication #10 outlines the appeal process to be followed.

Annual Faculty Review. The Head and Faculty Advisory Committee will conduct an annual review of the teaching, research, and service performance of each member of the Faculty who is tenured or receiving probationary credit toward tenure. The faculty member's annual report serves as the primary evidentiary basis for this review. This process is designed to provide annual feedback to help ensure success at the third- and sixth-year reviews for probationary faculty. It also provides feedback on progress toward promotion for associate professors, and general feedback on performance for all faculty. Salary increase recommendations to the Dean for all faculty are based on the annual review; faculty who do not submit annual review reports will not be considered for salary increases.

Faculty members will be notified in writing of the results of the annual review and the recommendation made to the Dean for a salary increase. Within a reasonable period of time, as specified in departmental policy, faculty members may offer to the Head and the Faculty Advisory Committee additional documentation to support a request for a reconsideration of the review evaluation or the salary recommendation made to the Dean.

IV. REVISION OF BY-LAWS

Any three voting members of the Department may propose a modification of these by-laws. The proposed modification will be considered by the Faculty Advisory Committee prior to its consideration by the Faculty and submitted to the Faculty at least two weeks prior to any meeting for discussion and vote. The adoption of any proposed modification shall require approval by two-thirds of the total voting membership of the Department Faculty

These by-laws shall be reviewed and possible revisions suggested at least every five years.