

BYLAWS OF THE COLLEGE OF THE PACIFIC **(Version 1.9)**

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Table of Contents

Article 1.	Preamble	3
Article 2.	The Faculty.....	3
	2.1 The Faculty	
	2.2 Voting Faculty	
Article 3.	Authority and Responsibility of the Faculty.....	3
	3.1 Basis for Faculty Authority	
	3.2 Primary Faculty Responsibilities	
	3.3 Joint Responsibilities	
	3.4 Advisory Responsibilities	

Article 4.	Governance Structure.....	4
4.1	Levels of Faculty Governance	
4.2	The College of the Pacific Council	
4.3	Chair of the College of the Pacific Council	
4.4	College Governance	
Article 5.	The College of the Pacific Council.....	5
5.1	Authority and Responsibility of the College Council	
5.2	Work of the College Council	
5.3.	College Council Membership	
5.3.1	Eligibility	
5.3.2	Election Procedures	
5.3.3	Terms of Office	
5.3.4	Student Representation	
5.3.5	Ex-Officio members	
5.3.6	Responsibilities of College Council Representatives	
5.4	Officers of the College Council	
5.4.1	Officers of the Council	
5.4.2	Chair	
5.4.3	Chair-Elect	
5.4.4	Secretary	
5.5	The Executive Committee of the College Council	
5.5.1	Membership	
5.5.2	Responsibilities of the Executive Committee	
5.6	Meeting Schedule of the College Council	
5.7	Elections and Referenda	
5.7.1	Nominating Committee	
5.7.2	Calendar for Election of Representatives of the College Council	
5.7.3	Calendar for Election of Chair-Elect	
5.7.4	Calendar for Election of the Executive Committee	
5.7.5	Calendar for Election to Faculty Committees	
5.7.6	Referenda	
5.8	Procedures of the Council	
5.8.1	Calendar for Council Meetings	
5.8.2	Decanal Access to the Council	
5.8.3	Rules of Parliamentary Procedure	
5.8.3.1	Quorum Rule	
5.8.3.2	Agendas	
5.8.3.3	Approval Procedures for Motions	
5.8.3.4	College Council Minutes	
5.8.4	Matters for Direct Faculty Approval	

	5.8.5 Faculty Meetings	
Article 6	Committees.....	10
Article 7	Process for Approval and Amendment of the Bylaws.....	10
	7.1 Approval of the Bylaws	
	7.2 Amendment of the Bylaws	

Appendices

Appendix 1	Administration of the College of the Pacific.....	12
Appendix 2	Divisions of the College of the Pacific.....	13
Appendix 3	Appointment and Evaluation of Associate and Assistant Deans.....	14
Appendix 4	Appointment and Evaluation of Department Chairs.....	16
Appendix 5	Faculty Evaluation Procedures.....	19
Appendix 6	College Tenure and Promotion Guidelines and Approval Procedures.....	26
Appendix 7	Standing Committees of the College.....	29

Article 1. Preamble

The University Policy Statement on Governance sets forth three fundamental principles of governance:

1. *recognition of the initiating capacity and decision-making participation of all constituencies of the University;*
2. *understanding that the weight of each constituent voice is determined by the responsibility of each constituent for the particular matter at hand; and*
3. *each constituent voice will be given access to timely, relevant, adequate information and the opportunity to be heard. (Faculty Handbook, Section 2.1)*

The policies herein conform to all University bylaws and policy statements.

Article 2. The Faculty

The University of the Pacific Faculty Handbook defines two categories of faculty: the faculty and the voting faculty (Section 5, Article 2).

2.1 The Faculty

The Faculty of the College of the Pacific shall consist of the Dean and other administrators who hold faculty rank, professors, associate professors, assistant professors, instructors, adjunct professors, lecturers, whether serving in teaching, scholarly and/or artistic activities, or administrative appointments, whether serving part-time or full-time, and whether in an active or emeritus capacity.

2.2 Voting Faculty

For purposes of College governance, the voting members of the faculty (the Voting Faculty) are those tenured or tenure-track Faculty who devote at least fifty percent of a full workload to teaching, scholarly and artistic activities and university service. Faculty who have administrative responsibilities of more than fifty percent are considered to be administrators and are not Voting Faculty. Faculty who hold joint appointments shall vote in the college or school in which they have the greatest responsibility.

Only members of the College Voting Faculty may participate in elections for the College of the Pacific Council or other elected bodies.

Article 3. Authority and Responsibility of the Faculty

3.1 Basis of Faculty Authority

The College of the Pacific derives its governance authority from the University Policy Statement on Governance adopted by the Board of Regents September 12, 1996 (Faculty Handbook, section 2.1).

3.2 Primary Faculty Responsibilities

The responsibilities of the faculty are set forth in the University Faculty Handbook (Section 5, Article 3). The faculty of the College of the Pacific has the responsibility to:

- Recommend the establishment or dissolution of degree programs
- Establish the curriculum, scholastic standards and policies for awarding of academic credit.
- Establish procedures for the review of academic programs
- Establish admissions standards and evaluate student admissions procedures where appropriate
- Approve all candidates for earned degrees and recommend candidates for honorary degrees
- Establish the criteria and procedures for the awarding of student honors in the College
- Determine effective methods for the expression of Faculty views on matters of educational policy and institutional concern
- Teach in the academic programs of the college and the general education program of the University
- Contribute to the advancement of knowledge through open inquiry, creative activity and research.

3.3 Joint Responsibilities

The Faculty, together with the Dean of the College, jointly make recommendations to the Provost regarding general University matters which have impact on the academic programs of the University. A list of these matters is provided in the University Handbook (Faculty Handbook Section 5, Article 3).

3.4 Advisory Responsibilities

The College of the Pacific Faculty has the responsibility to advise the Dean of the College on all matters related to the educational programs and administrative procedures of the College.

Article 4. Governance Structure

4.1 Levels of Faculty Governance

The governance of the College of the Pacific is subsumed in the University governance structure (Faculty Handbook, Section 5, Article 4, 4.1) and conforms to the precepts and policies of the University governance structure. The College of the Pacific Faculty is responsible for matters that relate exclusively to the College. Communication between the College and other University Schools is essential. Matters that relate to both the College and one or more of the Schools are subject to the review of the Faculty through the University governance structure.

4.2 The College of the Pacific Council

In order to exercise its authority and responsibility at the level of the College of the Pacific, the Faculty of the College has established its own governing body, the Council of the College of the Pacific (referred to hereafter as the College Council). The College Council derives authority from and conforms to the requirements of Article 6 of the Bylaws of the Faculty and Academic Council of the University of the Pacific.

4.3 Chair of the College Council

The Chair of the College Council is the Chair of the Faculty of the College of the Pacific.

4.4 College Governance

The Faculty of the College of the Pacific shall establish an internal system of faculty governance in accordance with the stipulations of Article 6 of the Bylaws of the Faculty and Academic Council of the University of the Pacific.

Article 5. The College Council

5.1 Authority and Responsibility of the College Council

The College Council is the representative body of the Faculty of the College of the Pacific. The College Council, based on the authority and responsibility of the Faculty as stated in Article 3 of the Bylaws of the College of the Pacific, is the agent through which the College of the Pacific Faculty act in making College policy.

5.2 Work of the College Council

The College Council gathers information, makes recommendations, formulates and approves policies on matters listed in Article 3 of the Bylaws of the College of the Pacific.

5.2.1

The College Council (excluding any ex-officio members) also meets with all prospective COP dean candidates and candidates for the position of provost during official campus visits. The purpose of such meetings is to represent the concerns of the College faculty, acquire information about the candidates, and provide feedback to the search committee.

5.3 College Council Membership

The members of the College Council consist of:

- Twelve (12) members of the Voting Faculty of the College, four (4) from each division of the College (Appendix 2).
- One (1) student
- Ex-Officio members

5.3.1 Eligibility

Only Voting Faculty are eligible for election to the College Council.

5.3.2 Election Procedures

Faculty members of the College Council shall be elected by the Voting Faculty of the College from a slate of candidates developed by the College Council Nominating Committee according to the schedule set forth in Article 5.7 of the Bylaws of the College of the Pacific.

5.3.3 Terms of Office

Each Faculty member of the College Council shall serve a three-year term. Terms are staggered to ensure overlap according to the procedures set fourth in Article 5.7 of Bylaws of the College of the Pacific.

The Chair-Elect of the College Council shall serve a one-year term of office and then become the Chair of the College Council. The Chair shall serve a term of one year.

5.3.4 Student Representation

The student member of the College Council shall be appointed by the College of the Pacific Student Association (C.O.P.A.) using procedures adopted by that organization. Students shall serve one-year terms.

5.3.5 Ex-Officio Representation

The Dean of the College shall serve as an ex-officio member of the College Council.

5.3.6 Responsibilities of College Council Representatives

Members of the College Council are expected to participate fully in the activities of the College Council.

5.4 Officers of the College Council

5.4.1 Officers of the Council

The officers of the College Council are the Chair and Chair-Elect.

5.4.2 Chair

The Chair of the College Council, guided by the Council and its Executive Committee, represents the College Faculty to the Dean of the College and to the University Administration in decision-making processes. The Chair is responsible for communicating the decisions and recommendations of the College Council to the Dean.

The Chair has the authority granted in Article 6.2.3 of the Bylaws of the Faculty and Academic Council of the University to call regular or special meetings of the Voting Faculty of the College of the Pacific to consider matters under the purview of College faculty governance. Specific responsibilities of the Chair of the College Council include:

- Represent the College Faculty to the Dean
- Call meetings of the College Council
- Call meetings of the Faculty of the College
- Serve as an ex-officio member of the Academic Council
- Serve as Chair of the College Council Executive Committee
- Appoint ad hoc committees as appropriate.

5.4.3 Chair-Elect

The Chair-Elect shall preside at meetings of the College Council in the absence of the Chair and assume other duties assigned by the Chair of the College Council. The Chair-Elect will chair the Nominating Committee of the Council.

5.4.4 Secretary

The Secretary of the College Council shall be a staff member assigned by the Dean of the College. Under the direction of the Chair of the College Council, the Secretary shall prepare and distribute all agendas, minutes and materials for College Council and College Faculty meetings, all Faculty ballots for elections, and shall record and report the results of balloting to the Chair of the College Council.

5.5 The Executive Committee of the College Council

5.5.1 Membership

The Executive Committee includes the Chair, the Chair-Elect, the Dean of the College, the student member, and one member of the College Council from each of the two divisions of the College not represented by the Chair-Elect. The faculty members of the Executive Committee are elected by the College Council at the last meeting of the spring semester.

5.5.2 Responsibilities of the Executive Committee

The Executive Committee sets and distributes the agenda for each meeting of the College Council, schedules and organizes faculty meetings as directed by the Chair, and convenes to discuss issues for presentation to the College Council. The Chair of the College Council serves as Chair of the Executive Committee

5.6 Meeting Schedule

The Council shall generally meet once each month during the academic year. The Chair may schedule Council meetings after appropriate consultation with the Executive Committee.

Article 5.7 Elections and Referenda

The College Council may hold elections and referenda as stipulated in the Bylaws of the College of the Pacific.

5.7.1 Nominating Committee

The Nominating Committee shall be composed of the Chair-Elect, who will chair the committee, and two members of the College Council representing the two divisions of the College not represented by the Chair-Elect elected by the Council at the last meeting of the spring semester. The Nominating Committee shall notify the faculty of upcoming elections and present candidates for the following elections:

- The College component of the Academic Council and its committees
- The College Council
- College of the Pacific standing committees
- Ad hoc committees when such committees are to be populated via election at the request of the College Council

The Secretary of the College Council will provide administrative support for the Nominating Committee and keep records of elections.

5.7.2 Calendar for Election of Representatives of the College Council

Elections for membership to the College Council shall be held in during the College Spring Assembly each year.

5.7.3 Calendar for Election of Chair-Elect

The Chair-Elect shall be elected by the incoming and continuing members of the College Council at its last meeting of the spring semester.

5.7.4 Calendar for Election of the Executive Committee

The Executive Committee of the College Council shall be elected at the last meeting of the Council in the spring semester.

5.7.5 Calendar for Election to Faculty Committees

Elections for membership to standing and ad hoc committees will ordinarily be held once in October and during the College Spring Assembly as needed.

5.7.6 Referenda

The Chair of the College Council with the support of the Secretary of the Council shall be responsible for organizing and conducting faculty referenda when required. Situations in which a referendum of the entire faculty of the College is required are stipulated in the University Faculty Handbook.

5.8 Procedures of the Council

5.8.1 Calendar for Council Meetings

The council shall meet once a month during the academic year.

5.8.2 Decanal Access to the Council

The Dean of the College serves as an ex-officio member of the College Council and may address the College Council at any meeting. The Dean may submit proposals and agenda items for consideration of the College Council.

5.8.3 Rules of Parliamentary Procedure

The College Council and Faculty meetings as well as College Council committees shall govern themselves by a set of orderly parliamentary procedures. The College Council adopts the rules of parliamentary procedures described in Merriam Webster's Rules of Order by Laurie Rozakis. A table of summarized most commonly used motions is given in Appendix 1 of the Bylaws of the Faculty and Academic Council of the University.

5.8.3.1 Quorum Rule

A quorum of the College Council shall consist of a majority of its voting members.

5.8.3.2 Agendas

The agenda for each meeting of the College Council is set by the Executive Committee after receiving input from the Dean, the Chair, members of the College Council, Chairs of standing or ad hoc committees, members of the faculty, and students. Agendas will provide for the introduction of new business. It is the responsibility of the Executive Committee to prioritize agenda items in the case where time will not allow consideration of all submitted items. The Secretary will distribute the agenda and supporting items a week before the meeting. The Dean of the College shall have the right to include an item on the agenda.

5.8.3.3 Approval Procedures for Motions

A motion is approved only if passed by a majority of voting members present. Voting shall be by secret ballot if called for by the Chair or if requested by a majority vote. There shall be no voting by proxy.

5.8.3.4 College Council Minutes

Minutes of meetings of the College Council or Faculty shall be prepared by the Secretary of the College Council, deposited in the Office of the Dean and distributed to the Faculty. The minutes shall follow the agenda of the meeting and reflect the transactions of business.

5.8.4 Matters for Direct Faculty Approval

The College Faculty shall use referendum policies to approve fundamental changes in the following areas: the educational program of the College, and the policies related to the structure of faculty governance.

5.8.5 Faculty Meetings

The Faculty of the College shall meet at least two times each year, once in the fall and once in the spring. Other meetings of the faculty may be called by the Chair of the College Council. The Executive Committee shall prepare the agenda for the meeting and distribute it at least one week prior to the meeting. The Chair of the College Council must call a meeting of the College Faculty upon receiving a petition for such a meeting by fifteen members of the Voting Faculty of the College. The Dean may also request that the Chair call a meeting of the College Faculty.

Article 6 Committees

The College Council may form standing and ad hoc committees. The creation of a standing committee requires the approval of the College Faculty. A description of the membership, responsibilities, and operations of each standing committee must be listed as an appendix in the Bylaws of the College of the Pacific. Ad hoc committees may be created by the Chair to consider narrowly focused issues for a period of time not to exceed one year. The standing committees of the College are listed in Appendix 7.

The Dean may form committees to advise him/her on matters related to the Dean's responsibilities.

Article 7 Process for Approval and Amendment of the Bylaws

7.1 Approval of the Bylaws

These Bylaws shall become effective when approved by the College Council, the Voting

Faculty of the College, the Dean, the Academic Council, the Provost, and the President. Approval by the Voting Faculty shall require a majority of written ballots cast in a general referendum on these Bylaws.

7.2 Amendment of the Bylaws

Amendments to these Bylaws or Appendices are drafted and approved by the College Council. Amendments approved by the Council shall be submitted to the Faculty of the College for a vote. An affirmative vote by a majority of the ballots cast by the Voting Faculty is required to amend these bylaws.

Appendix 1. Administration of the College of the Pacific

Following is a description of the administrative officers of the College of the Pacific.

A1.1 Dean of the College of the Pacific

The Dean of the College of the Pacific is appointed by the President upon the recommendation of the Provost. The responsibilities of the Dean are defined in the Faculty Handbook (Section 4.2.8)

A1.2 Associate Dean of the College of the Pacific

The Associate Dean is appointed by the Dean of the College in consultation with the Council of the College of the Pacific (Bylaws of the College of the Pacific, Appendix 3.) The duties of the Associate Dean are assigned by the Dean.

A1.3 Assistant Dean of the College of the Pacific

The Assistant Dean is appointed by the Dean of the College in consultation with the Council of the College of the Pacific (Bylaws of the College of the Pacific, Appendix 3.) The duties of the Assistant Dean are assigned by the Dean.

A1.4 Department Chairs and Center Directors

Each department and interdisciplinary center in the College shall be administered by a Department Chair or Director. Directors are appointed by the Dean. Department Chairs are appointed by the Dean according to the procedures of the Bylaws of the College of the Pacific (Appendix 4).

Appendix 2. Divisions of the College

Humanities

Department of Visual Arts
Department of English
Department of Modern Languages and Literature
Department of Philosophy
Department of Religious and Classical Studies
Department of Theatre Arts

Natural Sciences

Department of Biological Sciences
Department of Chemistry
Department of Earth and Environmental Sciences
Department of Mathematics
Department of Physics
Department of Psychology

Social and Behavioral Sciences

Department of Communication
Department of Economics
Department of History
Department of Political Science
Department of Sociology
Department of Health, Exercise and Sport Sciences

Appendix 3. Appointment, Term and Evaluation of Associate and Assistant Deans

Associate and Assistant Deans of the College of the Pacific are appointed and serve in accordance with the policies set forth in this appendix to the Bylaws of the College of the Pacific.

A3.1 Announcement of a vacancy

The Dean shall notify the Chair of the College Council when an associate or assistant dean position becomes vacant and initiate a search for a replacement. The Dean will determine whether the search shall be conducted internal to the University or whether an external search shall be conducted. In no case shall eligible members of the Voting Faculty of the College be prevented from applying for the open position.

A. 3.1.1 Search Committee

In consultation with the Chair of the College Council, the Dean shall appoint a search committee consisting of between three and five members of the Voting Faculty. A majority of these members are to be appointed from a list of names forwarded by the College Council through its Chair. The Chair or Chair-Elect of the College Council may serve as members of the search committee. The Dean shall appoint a chair of the search committee who will conduct the search according to the directives of the Dean and within the policies of the University.

At the conclusion of their search, the Search Committee shall forward to the Dean the names of one or more recommended candidates along with the application materials of all of the applicants. If more than one candidate is recommended to the Dean, the committee may elect to provide a ranking of the candidates.

A3.1.2 Appointment

After meeting with the Chair of the Search Committee, the Dean shall make the appointment. In cases where the Dean's appointment is an individual not included on the list of recommendations from the Search Committee, the Dean shall meet with the Committee to provide an explanation.

A3.2 Term

An associate or assistant dean shall serve at the discretion of the Dean for a term of three

years. The appointment of an associate or assistant dean may be renewed for additional three year terms after appropriate reviews.

A3.3 Review

The performance of each associate and assistant dean will be evaluated each year. The evaluation will be conducted by the Dean and include input from the Voting Faculty of the College.

Appendix 4 Appointment and Evaluation of Department Chairs

Department Chairs are appointed by the Dean in consultation with the departmental faculty according to the following procedures.

A4.1 Term of Appointment

A Department Chair will serve a term of three years. A Chair may be reappointed for one additional (or second) consecutive term after appropriate departmental and administrative review. A faculty member who has previously served two terms as Chair may not be appointed for a third consecutive term, but may be appointed again in the future (for at most two consecutive terms per appointment), provided that there is at least one intervening term where the faculty member does not serve as Chair. Only under extraordinary circumstances (in consultation with the department faculty and the Dean), may a Chair serve more than two terms.

A4.2 Announcement of Vacancy and Initiation of Search

The Dean will notify members of a department when the Department Chair position becomes open and will identify all members of the department who are eligible to serve as Chair. Only under extraordinary circumstances will the Department or College conduct an external search (the procedure for which comes under section A.4.4)

A4.3 Internal Search and Appointment

All tenured Voting Faculty (defined in the Faculty Handbook under 5.2, Article 2.2) in the department are eligible to serve as Chair. In no case shall members of the tenured Voting Faculty of the department be prevented from applying for the position. In an internal appointment, the department will identify candidates who have agreed to serve as Chair.

The Dean will schedule brief appointments with individual members of the Department to discuss and take note of any concerns or questions they may have about the qualifications of the prospective candidates or about the process. The Voting Faculty will vote by secret ballot, and a designated representative of the department (not a candidate for Chair) will convey the results of the election to the members of the Department and

the Dean. The Dean will select and announce the new Chair.

In the event a Chair seeks to be reappointed to a second term, the Dean and Department will follow the same procedures, adhering also to the policies on “Term of Appointment” in A4.1.

A4.4 External Search and Appointment

In close consultation with the Department and after concluding that an internal appointment is untenable, the Dean will initiate an external search according to the following procedures.

A4.4.1 Committee for External Search

The Dean shall appoint a search committee composed of:

- A Chair (non-voting member) who is a tenured member of the College faculty from another department in the College.
- Three members of the departmental faculty. (In small departments, the entire departmental faculty plus enough additional faculty members from outside the department to constitute a committee of at least three, excluding those who may wish to apply for the position, will serve on the committee.)
- One representative appointed from the College Council.

A4.4.2 Duties of the External Search Committee

The committee will conduct a search using all appropriate means to identify qualified candidates and recruit a diverse pool of applicants. The search process must include mechanisms for all faculty members of the Department not sitting on the search committee to review files and offer their recommendations to the committee. The Committee will convene a meeting of the entire departmental faculty to discuss the candidates, after which the Voting Faculty will vote for a candidate by secret ballot. The results of this election must be sent forward with the recommendation of the Committee to the Dean. At the time of the recommendation, all candidate files (those recommended and those not recommended) shall be submitted to the Dean.

A4.4.3 Dean’s Decision

After receiving the recommendation of the Search Committee and the results of the

department faculty vote, the Dean will appoint the Department Chair. If the Dean makes a decision other than the one recommended by the search committee or the results of the department faculty vote, the Dean will meet with the faculty to explain the appointment.

A4.5 Review of Department Chairs

The Dean shall conduct an annual evaluation of each Department Chair that will include input from departmental faculty and other members of the College community. This evaluation will be part of the basis of the Dean's decision regarding merit pay raises for Department Chairs. A record of these evaluations will be held in the personnel file of the Department Chair and will be included as part of the material for the Chair's end of term review. The yearly evaluation will include a candid discussion between the Dean and the Department Chair regarding areas of satisfactory performance and areas in need of improvement.

Based on the evaluation, if the Chair has performed satisfactorily, the Dean may wish to re-appoint the Chair for another term following the procedures outlined in A4.3. Or if in the judgment of the Dean there is sufficient evidence to indicate that the Chair's continuation is not in the best interest of the department, the College, or the University, the Dean may decline to re-appoint the Chair and initiate a search for another Chair according to the procedures outlined above.

A4.6 Removal of a Department Chair

Department Chairs may be removed by the Dean prior to the end of a term. In cases where the Chair has engaged in illegal or unethical behavior as outlined in the University Faculty Handbook, the Dean may act without consultation with the departmental faculty in accordance with the provisions of University due process. In cases where there is consideration for removing a Chair due to unsatisfactory performance of assigned duties, the Dean acts after consultation with the departmental faculty and other members of the University community.

A call for the removal of a Department Chair prior to the end of term may be issued by the Voting Faculty of the Department through a two-thirds majority vote of no confidence. Such a vote will require the Dean to initiate an early end-of-term review for that Chair. The Dean will use the results of that review in consultation with the department faculty to reach a decision on removal.

A4.7 Interim Chairs

The Dean may appoint a faculty member from within the department or from another department to serve as Interim Chair when the Chair's position is temporarily vacated during an on-going search or for reasons pertaining to an unanticipated resignation, retirement, development or family medical leave, or early removal. Interim Chairs may serve a maximum of two calendar years during which time they benefit from all of the privileges (including stipend) and accept all of the responsibilities of a permanent Chair.

Appendix 5. Faculty Evaluation Procedures

A5.1 Purpose of Faculty Evaluation

The College of the Pacific endorses the approved statement of purpose of faculty evaluation in Section 7.5 of the Faculty Handbook.

A5.2 Procedures for Evaluation

A5.2.1 Non-tenured, tenure-track faculty

The Criteria for the evaluation of non-tenured faculty are outlined in the approved tenure and promotion policies of each department. These policies are developed and amended with the approval of the College Council as outlined in Appendix 6 of the Bylaws of the College of the Pacific.

Faculty holding joint tenure-track appointments in the College and another school will be evaluated for tenure and promotion for the College portion of their workload according to the policy described here.

A5.2.2 Tenured faculty

Tenured faculty holding the rank of Associate Professor are evaluated using the criteria for promotion to the rank of Professor as outlined in the approved tenure and promotion policies of each department.

Tenured members of the faculty holding the rank of Professor are normally evaluated using the criteria for promotion to the rank of professor. In some cases, they may be evaluated according to criteria negotiated with their Department Chair and approved by the Dean and following in general the criteria and standards set forth in the approved tenure and promotion documents of their department. In cases where the evaluation criteria of a tenured faculty member who is not eligible for another promotion are different than those stipulated in the approved department tenure and promotion criteria, the negotiated criteria must be approved by the Department Chair, the member of the faculty and the Dean. A copy of those negotiated criteria must be attached to any evaluation of the faculty member ~~related to those criteria~~ including yearly evaluations and five-year evaluations.

A5.3 Reports, Recommendations and Opportunities for Response

A copy of the evaluation and recommendations of Department Chairs and evaluation committees shall be provided to the faculty member being evaluated. The faculty member shall be given five working days to respond to the evaluation. The faculty member may request that his or her response be attached to the report of the Chairperson or the evaluation committee. A copy of the evaluation and recommendations of the Dean shall be provided to the faculty member being evaluated. The faculty member shall be given three working days to provide a response to the Dean's recommendation. The faculty member may request that his or her response be appended to the Dean's recommendation when it is sent forward.

A5.4 Outside reviewers

All reviews for tenure or promotion to Associate Professor or Professor must include reviews by two to six peers outside the university selected by the Chair of the evaluation committee and the Department Chair in consultation with the candidate. Outside reviewers should be selected to provide a high degree of objectivity. Outside reviewers should be supplied with the tenure and/or promotion dossier of the candidate, a description of the College and the department, an explanation of the candidate's workload, and a copy of the departmental and college tenure and promotion guidelines. In addition, outside reviewers should be told which part(s) of the candidate's dossier they are being asked to evaluate.

A5.5 Evaluation Procedures

A5.5.1 Annual Reviews

All faculty and instructional personnel will be evaluated in the spring of each year. The evaluations will be conducted by the Department Chair or another person designated by the Dean of the College according to the schedule outlined here.

A5.5.1.1 Schedule and Procedures for Annual Reviews

In March of each year (deadline to be announced by the Dean) each faculty member will complete and submit to his or her Department Chair a *College of the Pacific Report of Activities*. The report will summarize activities in teaching, scholarship and service for the previous calendar year (January through December).

The Department Chair will prepare a concise written evaluation of the activities of the faculty member for the period of time included in the *Report of Activities*. The evaluation

will make explicit comparisons between the record of work and the applicable departmental and College criteria, report major accomplishments, outline areas of weakness providing suggestions for improvement. In keeping with the intent of the faculty as stated in the University Faculty Handbook, the evaluation will be constructive in tone and content.

Once the written evaluation is completed, the Department Chair will meet with the evaluatee to review the report. The faculty member will be asked to sign the report to acknowledge that he or she has received a copy. The faculty member will have five working days to provide a response if so desired (Appendix 5, Section 5.3). The Chair's review, signed by the faculty member, will be forwarded to the Dean prior to the date set by the Dean and well before salary decisions are made.

A.5.5.1.2 Use of annual reviews in merit salary increase recommendations

The University Faculty Handbook stipulates that faculty annual reviews should be conducted in such a way as to affect teaching loads and salary recommendations for the subsequent academic year (Section 7.5.3). In the College, initial salary recommendations are made to the Dean by the Department Chair according to the schedule set forth by the Dean of the College. In making a salary recommendation, the Department Chair shall consider the current *Report of Activities* along with the *Report of Activities* from the *previous* year (for faculty who have been at the College for more than one year). Examining two years worth of information is intended to mitigate for variations in teaching assignments and individual publication/performance/exhibition strategies

A5.5.2

First Year Evaluation and Peer Evaluation (Third Year Review)

A.5.5.2a First Year Evaluation

A recommendation for reappointment of first-year faculty must be prepared by the Department Chair and submitted to the Dean prior to the last day of January. The Department Chair will not have the benefit of the first year *Report of Activities* and thus will develop his or her evaluation based on his or her judgment regarding the performance of the first-year faculty member.

A5.5.2b Peer Evaluation (Third Year Review)

The purpose of the Peer Evaluation is the professional development of faculty as

described in the Faculty Handbook, section 7.5.1. The evaluation should “provide timely comment and available assistance” to candidates by specifying and analyzing their strengths and weaknesses. The evaluation is based on departmental tenure and promotion guidelines. The Peer Evaluation documents shall be organized in the same format as the tenure and promotion documents in a binder provided by the Dean’s Office.

A5.5.2c

Schedule and Procedures for Peer Evaluation

In the spring of each year, the department chair shall notify each member of their department who is to stand for consideration for peer evaluation in the coming year. For faculty hired without previous service, this evaluation will take place in the third year. For faculty credited with prior years service, the peer evaluation will take place during their second year.

The Peer Evaluation shall include assessments by the Department Chair and by a peer evaluation committee. The evaluation committee is appointed by the Chair of the department and shall be at minimum composed of:

- one tenured faculty member from the candidate’s own department acceptable to the candidate,
- one tenured member of the faculty from outside the department acceptable to the candidate, and
- one student acceptable to the candidate.

The committee shall review any appropriate information necessary to make an assessment but shall be required to review at least all of the submitted *Report of Activities*, which shall be supplied to the committee by the Department Chair. The report of the committee shall take the form of a memorandum with recommendations for the candidate to the Chair of the department with copies to the candidate. The candidate may respond to the recommendations as stipulated in the Bylaws of the College of the Pacific.

Upon receiving the report of the evaluation committee, the Chair of the Department shall make an assessment with recommendations for the candidate. The Chair shall transmit his or her assessment and recommendations to the Dean along with the assessment and recommendations of the committee with copies to the candidate.

Upon receiving the report of the Department Chair and the evaluation committee, the Dean shall review the materials and may provide additional recommendations to the

candidate.

A5.5.3 Combined evaluations for tenure and promotion

Whenever possible, evaluations for tenure and promotion should be combined into a single evaluation process. When the two processes are combined, a single Evaluation Committee (Appendix 5, Section 5.4.4.1a) shall conduct the evaluation and make recommendations for both tenure and promotion. In some circumstances, the Committee may recommend in favor of tenure but not promotion. If a candidate does not meet the qualifications for tenure, no positive recommendation for promotion shall be made by the committee.

A5.5.4 Evaluation for tenure

Faculty shall be evaluated for tenure in or before the fall of the year before the last probationary year. In the spring of each year, the Dean shall notify each member of the faculty who is to stand for consideration for tenure in the coming year. Faculty may not defer an evaluation of tenure except as stipulated in the leave policies of the Faculty Handbook.

A5.5.4.1 Procedures for tenure evaluation

A5.5.4.1a The Evaluation Committee

The Evaluation Committee for tenure shall be composed of two tenured members of the candidate's department, appointed by the Department Chair in consultation with the candidate. In addition to these members, one tenured member of the faculty from outside the department, and from any school of the University, who is acceptable to the candidate shall serve on the evaluation committee. Two students selected by the candidate and approved by the committee shall join the evaluation committee. The Department Chair, in consultation with the candidate, shall appoint the chair of the committee, who will be one of the two members of the committee from the candidate's department.

The Evaluation Committee may organize its work in any way acceptable to the members of the committee. The committee must: (1) provide a written report that evaluates the accomplishments of the candidate as compared to the Departmental and College tenure guidelines and (2) make a clear recommendation for or against tenure. Tenured Department Faculty shall vote by secret ballot on their support for the recommendation of the Evaluation Committee report. The report, which is advisory to the Chair, must be sent forward in total along with the Chair's recommendation sufficiently in advance of the

Provost's deadline to allow review by the candidate and the Dean.

A5.5.4.1b The recommendation of the Department Chair

The Chair shall receive the report and recommendations of the Evaluation Committee and, based on the report and his or her own evaluation, forward a recommendation to the Dean. If the Chair's recommendation is different than that of the committee, his or her report must provide rationale for the differences. The Chair shall communicate his or her recommendation to the evaluation committee and the candidate.

A5.5.4.1c The recommendation of the Dean

The Dean shall receive the evaluation committee recommendation and the Chair's recommendation and, based on those reports, make a recommendation to the Provost regarding the question of tenure with copies to the Department Chair, the Chair of the evaluation committee and the candidate. In the case where the Dean's recommendation is different than either that of the evaluation committee or that of the Chair, a clear explanation of the differences with rationale shall be provided in the Dean's recommendation memo.

A5.5.5 Evaluation for Promotion to Associate Professor

Faculty may be evaluated for promotion to the rank of Associate Professor in or before the fall of the year before the last probationary year. In the spring of each year, the Dean shall notify each member of the faculty who is eligible to stand for consideration for Promotion to Associate Professor in the coming year. Eligible faculty must notify the Dean in writing whether they intend to stand for promotion during the coming year.

A5.5.5.1 Procedures for promotion evaluation

A5.5.5.1a The Evaluation Committee

The Evaluation Committee for promotion to Associate Professor shall be composed of two tenured members of the candidates department, appointed by the Chair in consultation with the candidate. In addition, one tenured member of the faculty from outside the department, and from any school of the University, who is acceptable to the candidate shall serve on the evaluation committee. Two students selected by the candidate and approved by the committee shall join the evaluation committee. The Department Chair, in consultation with the candidate, shall appoint the chair of the committee, who will be one of the two members of the committee from the candidate's

department.

The Evaluation Committee may organize its work in any way acceptable to the members of the committee. The committee must: (1) provide a written report that evaluates the accomplishments of the candidate as compared to the departmental and College promotion guidelines and (2) make a clear recommendation for or against promotion. Tenured Department Faculty shall vote by secret ballot on their support for the recommendation of the Evaluation Committee report. The report, which is advisory to the Chair, must be sent forward in total along with the Chair's recommendation sufficiently in advance of the Provost's deadline to allow review by the candidate and the Dean.

A5.5.5.1b The recommendation of the Department Chair

The Chair shall receive the report and recommendations of the evaluation committee and, based on the report and his or her own evaluation, forward a recommendation to the Dean. If the Chair's recommendation is counter to that of the committee, his or her report must provide rationale for the differences. The Chair shall communicate his or her recommendation to the evaluation committee.

A5.5.5.1c The recommendation of the Dean

The Dean shall receive the evaluation committee recommendation and the Chair's recommendation and, based on those reports, make a recommendation to the Provost regarding the question of tenure, with copies to the Department Chair, the Chair of the evaluation committee and the candidate. In the case where the Dean's recommendation runs counter to either the evaluation committee or the Chair, a clear explanation of the differences with rationale shall be provided in the Dean's recommendation memo.

A5.5.6 Evaluation for Promotion to Professor

Normally faculty may be evaluated for promotion to the rank of Professor after five years of full-time service in rank. Exceptions are made only as stipulated in the University Faculty Personnel Policies (Section 7.3.2). In the spring of each year, the Dean shall notify each member of the faculty who is eligible to stand for consideration for promotion to Professor in the coming year. Eligible faculty must notify the Dean in writing whether they intend to stand for promotion during the coming year.

A5.5.6.1 Procedures for promotion evaluation

A5.6.6.1a The Evaluation Committee

The Evaluation Committee for promotion to Professor shall be composed of two tenured members of the candidates department, appointed by the Chair in consultation with the candidate. In addition, one tenured member of the faculty from outside the department, and from any school of the University, who is acceptable to the candidate shall serve on the evaluation committee. Two students selected by the candidate and approved by the committee shall join the evaluation committee. The Department Chair, in consultation with the candidate, shall appoint the chair of the committee, who will be one of the two members of the committee from the candidate's department.

The Evaluation Committee may organize its work in any way acceptable to the members of the committee. The committee must: (1) provide a written report that evaluates the accomplishments of the candidate as compared to the departmental and College promotion guidelines and (2) make a clear recommendation for or against promotion. Tenured Department Faculty shall vote by secret ballot on their support for the recommendation of the Evaluation Committee report. The report, which is advisory to the Chair, must be sent forward in total along with the Chair's recommendation sufficiently in advance of the Provost's deadline to allow review by the candidate and the Dean.

A5.5.6.1b The recommendation of the Department Chair

The Chair shall receive the report and recommendations of the evaluation committee and, based on the report and his or her own evaluation, forward a recommendation to the Dean. If the Chair's recommendation is counter to that of the committee, his or her report must provide rationale for the differences. The Chair shall communicate his or her recommendation to the evaluation committee.

A5.5.6.1c The recommendation of the Dean

The Dean shall receive the evaluation committee recommendation and the Chair's recommendation and, based on those reports, make a recommendation to the Provost regarding the question of tenure, with copies to the Department Chair, the Chair of the evaluation committee and the candidate. In the case where the Dean's recommendation runs counter to either the evaluation committee or the Chair, a clear explanation of the differences with rationale shall be provided in the Dean's recommendation memo.

A5.5.7 Fifth Year Evaluation of Tenured Faculty

Each tenured faculty member will be evaluated every fifth year post tenure. The fifth year evaluation will be conducted by the Department Chair who will forward his/her

evaluation to the Dean and to the faculty member. The fifth year evaluation of a faculty member serving as Chair will be conducted by the Dean in consultation with the departmental faculty.

Appendix 6 Tenure and Promotion Guidelines and Evaluation Procedures

A6.1 University Criteria for Tenure and Promotion

The University of the Pacific Faculty Handbook (Section 7.5.4, pages 12 -15) sets forth broad criteria for use in the evaluation of faculty for promotion and tenure in the areas of teaching, scholarly work, and service.

A6.2 College Criteria for Tenure and Promotion

The College of the Pacific adheres to the general criteria for tenure and promotion as outlined in Section 7.5.4 of the University Faculty Handbook. Unlike some of the professional schools, the College is composed of academic departments representing a variety of discipline cultures. Therefore, it is necessary for each department to have discipline specific tenure and promotion guidelines. The collective criteria of the departments developed and approved by the procedures outlined here and the general College Criteria outlined in this section represent the College guidelines for tenure and promotion. The following criteria shall apply to all candidates for tenure and promotion to Associate Professor in the College.

A6.2.1 Work load distribution

All tenured faculty holding the rank of Assistant or Associate Professor and all tenure-track but not tenured faculty of any rank shall conduct work in *each* of the areas of teaching, scholarship, and service within the following constraints:

Teaching at least 50%
Scholarship at least 25%
Service at least 5%

A6.3 Departmental Guidelines

A6.3.1 Purpose of Departmental Guidelines

Each department must develop criteria for the evaluation of faculty for tenure and promotion that meet or exceed the expectations for teaching, scholarship and service of the University as described in Section 7.5.4 of the University Faculty Handbook. However, it is expected that departments will differ in their views about the value of specific types of evidence of excellence in teaching, scholarship, and service. Departmental criteria for tenure and promotion shall:

- Conform to the accepted standards in the discipline and articulate clearly the types of evidence generally accepted for tenure and promotion in the discipline
- Adhere to University standards
- Be presented in a format approved by the Dean and the College Council

A6.3.2 Development of New Departmental Guidelines

Departments may be requested to develop new departmental criteria for promotion and tenure when:

- No departmental criteria or guidelines currently exist
- Current departmental criteria and guidelines do not conform to the format approved by the Dean and the College Council
- Changes in pedagogical or scholarly standards in the discipline suggest a reevaluation of the criteria.
- Past practice and experience expose ambiguities or inconsistencies in either the process or the criteria.
- Modification is required to bring the departmental guidelines into compliance with approved University policy

A6.3.3 Procedures for Approval of New or Modified Departmental Criteria and Guidelines

Departments shall follow the same process of approval for new guidelines and modifications to existing guidelines.

A6.3.3.1 Departmental Procedures

The Department Chair shall organize and guide the development or review of departmental guidelines using the conventions of departmental governance. All members of the Voting Faculty (tenured and tenure-track) shall have a vote on the recommendation that goes forward.

The recommendation shall follow the form provided by the Dean's office as approved by the College Council.

The department recommendation will be forwarded simultaneously to the Dean of the College and the Chair of the College Council.

A6.3.3.2 College Council Approval

New or modified departmental criteria and guidelines require the approval of the College Council before they are sent forward to the Provost for approval.

A6.3.3.3 Dean's Approval

New or modified departmental criteria and guidelines require the approval of the Dean before they are sent forward to the Provost for approval.

The Dean and the College Council shall strive to reach joint approval of the departmental recommendation. In cases where this is not possible, separate recommendations with appropriate supporting documentation shall be forwarded to the Provost for approval.

Appendix 7. Standing Committees of the College

A7.1 Courses and Standards Committee

The Committee on Courses and Standards of the College of the Pacific has responsibility for considering and acting on petitions regarding College academic policies and regulations. Petitions are submitted to the Committee by students. The Committee may grant exceptions and waive College requirements. The committee sets deadlines for the submission of petitions and establishes procedures by which petitions are considered.

The Committee on Courses and Standards is composed of the following members:

- Nine members, three from each division of the College, elected by the faculty to serve three-year staggered terms.
- The Dean or his/her designate who serves as convener and Chair of the Committee. (No changes)

A7.2 Curriculum Committee

The Curriculum Committee of the College is empowered to consider and act upon proposed curricular changes in the College. In considering proposals the committee reviews existing curricula and serves as the channel of communication for changes in the curriculum. The Committee sets and distributes the procedures by which curriculum changes are to be considered.

The Curriculum Committee is composed of the following members:

- Nine faculty members, three from each division of the College, elected by the faculty to serve three-year staggered terms.
- The Dean or his/her designate who serves as convener and Chair of the Committee.

A7.3 Information Technology (COP IT) Committee

The College of the Pacific Information Technology (COP IT) Committee deals with information technology issues that specifically concern the College of the Pacific. They provide input to the University Technology and Education Committee (TEC) and help with technology planning (such as software, hardware, technology facilities, etc.) for the

College. The committee provides advice, consults, and troubleshoots on IT operation matters. They liaise with the Information Technology Services Manager for the College. The Chair of the COP IT Committee sits on TEC.

The COP IT Committee is composed of the following members:

Voting members:

- Three faculty members, one from each division of the College, elected for three year terms.
- One student representative, appointed by COPA
- One staff representative appointed by the Dean.

Ex-officio non-voting members:

- Director of Academic Computing (or designated representative)
- COP IT Services Manager (or designated representative)
- Dean of the College of the Pacific (or designated representative)