

REPORT BY AD HOC COMMITTEE ON COE MANUAL OF PROCEDURE

21 February 2005

Version 6.1

1. Background

The College of Engineering Manual of Procedure Article VII (The Subdivisions) Section 33 (Other Units) states “Other units of the College of Engineering shall be administered in accordance with the same principles as those governing departments.” The procedure for recommendation of the leadership of a department to the University Administration and the State Board of Regents are defined in the Manual of Procedure Article VII (The Subdivisions) Section 32 (Departments). The EFC interprets “other units” as the non-academic units (nominally centers and institutes) that report solely or in part to the Dean of Engineering.

Specific EFC Charges to the Committee

Charge 1: Review and make a recommendation to modify Section 33, consistent with Section 32, so that it clearly defines the procedure for the recommendation of the leadership for the research units that report solely or in part to the Dean of Engineering.

Charge 2: Provide recommendations to the EFC by January 17, 2005.

2. Report

The committee met four times to carry out its charges. The committee has come to the following conclusions:

- a) Although not explicitly stated, Section 33 of the Manual of Procedure was written with research centers wholly or partly within the College of Engineering in mind. Accordingly, Section 33 is stating that research centers wholly or partly within the College should be administered by the principles outlined in Section 32 that apply to departments.
- b) Section 32 deals primarily with two issues:
 - [1] a process for recommending a candidate for department executive officer to the Dean, who will then make a recommendation to the University administration and the State Board of Regents when a vacancy or impending vacancy exists; and
 - [2] a general process for the executive officer to follow that includes consultation with faculty in making recommendations to the Dean regarding appointment, reappointment, and promotion of faculty within the department.

- c) The process for recommending a candidate for directorship of a center, which the Dean will then consider when making a recommendation to the University administration and State Board of Regents, should follow a process analogous to that followed in the academic departments.
- d) Whereas the voting rights of faculty holding primary academic appointments in departments are clearly outlined in Section 32, there is not a clear analogy between faculty holding primary academic appointments within a department and faculty affiliated with research centers and research staff appointed through such centers. Accordingly, each research center to which Section 33 applies should establish and maintain their own policy on voting rights of affiliated faculty and research staff regarding selection of the directorship candidate and promotion of faculty and staff within the center's organizational structure.

3. Recommendations

If the EFC agrees with the committee's conclusions, then a number of steps should be followed to amend Section 33 of the Manual of Procedure:

- a. Section 33 should be rewritten so that it applies without any ambiguity to the research centers within the College of Engineering.
- b. Section 33 should call upon each research center to establish and maintain their own policy on voting rights of 'affiliated' faculty and research staff regarding selection of the directorship candidate and promotion of staff within the center's organizational structure. While a voting procedure analogous to that described in Section 32 for academic departments should be used as a default, it should be possible for research centers to adopt a policy that does not involve a vote. In such cases, the voting policy must be reviewed every five years and adopted by a majority vote of the tenured and tenure-track faculty 'affiliated' with the center. The definition of an 'affiliated' faculty member should also be addressed explicitly by each center in the affiliation policy.
- c. Section 33 should allow Centers to establish procedures regarding promotion of staff within the center's organizational structure.

4. Draft Section 33

SECTION 33. Other units. Other units such as established research centers based either partly or wholly within the College of Engineering shall be administered in accordance with the same principles as those governing departments.

Each established center shall adopt and maintain its own faculty affiliation policy and voting policy. Such policies shall govern the terms under which faculty may affiliate with the center and the terms under which such an affiliation can be ended. The affiliation policy can include graduated levels of faculty affiliation with a center ranging from a strong committed affiliation that carries voting rights to a looser more informal affiliation that may not carry voting rights. A center that employs senior career research

staff appointed on a long term basis, should in their voting policy address whether or not such staff have voting rights within the center. While a voting procedure analogous to that described in Section 32 for academic departments should be used as a default, it should be possible for research centers to adopt a voting policy that precludes voting on certain issues. In such cases, the voting policy must be reviewed every five years and adopted by a majority vote of the tenured and tenure-track faculty at the highest level of affiliation with the center.

The leadership of each research center shall be provided by an executive officer who shall be recommended by the dean to the University administration and the State Board of Regents for a term not to exceed five years and who shall be eligible for reappointment. When a vacancy exists in the directorship or is impending, the dean shall consult with those faculty members and research staff affiliated with the center who have voting rights *in accordance with that center's voting policy*. Such consultation shall be timely and include the collective closed ballot recommendation of the voting center affiliates as defined in the center's voting policy. The ballots shall be counted and the results announced during the meeting of voting affiliates at which they are cast.

The dean shall ordinarily recommend a candidate for appointment to the directorship in accordance with the majority vote of the center affiliates. In the event the dean's recommendation differs from that of the center's voting affiliates, the dean shall report the reasons to them and to the appropriate officer of the University administration. In the event of a new research center just being formed, the process for selection of the initial director can be less formal, but should involve consultations between the dean and the core faculty initiating the center.