



RICHMOND
School of Arts & Sciences

UNIVERSITY OF RICHMOND
SCHOOL OF ARTS & SCIENCES
SHARED GOVERNANCE BYLAWS

“A&S SHARED GOVERNANCE BYLAWS”

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Section I. Shared Governance

As stated in the preamble to the University Faculty Senate Charter:

“The Statement on Government of Colleges and Universities, jointly formulated in 1966 by the American Association of University Professors (AAUP), the American Council on Education (ACE), and the Association of Governing Boards of Universities and Colleges (AGB), calls for mutual understanding among all the members of a university community—the governing board, administrative officers, faculty, staff, and students—regarding the governance of the university. Such understanding, together with community members’ recognition of their interdependence, should result in a joint effort to promote the academic mission and welfare of the university and the well-being of its members by creating a unified voice for responding to external and internal challenges. The University of Richmond is committed to the principle and practice of shared governance, defined as the ethic that all members of the university community should work to align priorities in the governance of the university.

“The Board of Trustees of the University of Richmond has ultimate responsibility for the operation and affairs of the university, including the academic quality and direction of the university. The Board has delegated, subject to the Board’s ultimate authority, to the faculty primary responsibility for determining curriculum and methods of instruction; for conducting research and scholarly and creative work; for ensuring the quality of the faculty (selection, promotion, and tenure); and for recommending degrees to be offered by the university as well as degree requirements and degree recipients.

“Consistent with the university’s goals for shared governance, the faculty has a consultative role in certain areas overseen by the administration and the Board of Trustees that may have a direct impact on the academic quality of the university, including student admission qualifications, budgeting for various academic programs, and the configuration of academic and non-academic support programs.”

When matters relate to the School of Arts & Sciences (hereafter “A&S”), the A&S Dean (hereafter “the Dean”) and the A&S faculty shall work collaboratively in the spirit of shared governance according to the provisions laid out in this document. The A&S faculty have primary responsibility for determining the curriculum of A&S majors and minors and methods of instruction; for conducting research and scholarly and creative work; and for ensuring the quality of the A&S faculty (selection, promotion, and tenure). It has a consultative role in the governance and operation of the school, and in the development and welfare of its faculty and students. When matters relate to two or more schools, the faculty’s role in shared governance is exercised by the University Faculty Senate according to the provisions laid out in its documents, including the Faculty Senate Charter.

Section II. A&S Organization

A. The Dean

The Dean is the executive officer of A&S and reports to the Provost. The Dean's responsibilities include, but are not limited to, the overall operations and strategic direction of A&S, implementation of the A&S curricula, the A&S budget, A&S faculty recruitment, appointment, and reappointment, and the general instructional excellence of the A&S faculty. The Dean also administers the policies of A&S and the University with respect to A&S, represents A&S to external constituencies, engages in developmental activities designed to promote the welfare of A&S faculty, staff, and students, and consults with the A&S faculty or its designated representatives on matters as outlined in Section II.B.3.b below.

B. The A&S Faculty

1. Determinative Body of the A&S Faculty

A&S faculty meetings are the determinative body of the A&S faculty. The A&S faculty shall discuss in its meetings questions or information put to it by members of the A&S or University community and, on due deliberation, pass motions, create policies on matters for which it has primary responsibility, and convey recommendations to the Dean or other administrators. Its votes, electronic or floor, are expressive of the faculty's determinations.

2. A&S Faculty Members

As outlined below, the A&S faculty consists of all individuals with full-time continuing faculty appointments in A&S, as well as librarians and staff with faculty status in A&S.

- a. Those with full-time continuing faculty appointments in A&S hold rank in an A&S department with the title of Professor, Associate Professor, Assistant Professor, or Director. These faculty members, including those on leave, have voice and vote in the corresponding division and in A&S faculty meetings and elections.
- b. Administrators (Dean, Provost, University President) who hold rank in an A&S department are part of the A&S faculty and have voice and vote in the corresponding division and in A&S faculty meetings and elections.
- c. Faculty members who hold rank in an A&S department and an administrative position in the office of the Dean, Provost, or University President (for example, Associate and Assistant Provosts and Deans), and/or report directly to these administrators (excluding administrative committee chairs, department chairs, and interdisciplinary program coordinators) are considered A&S faculty with administrative status. Such individuals are part of the A&S faculty and have voice and vote in the corresponding division and in A&S faculty meetings and elections.
- d. Professional librarians affiliated with an A&S department or division hold faculty

status in A&S, which grants them voice and vote in A&S faculty meetings and elections. They are assigned a division by the A&S Steering Committee, granting them voice and vote in the assigned division.

- e. Staff members are those individuals who hold non-faculty positions at the University. Staff may hold faculty status as it relates to A&S according to the circumstances below.
 - i. Individual staff members may hold faculty status in A&S by action of the A&S faculty. Faculty status in A&S grants staff members voice and vote in A&S faculty meetings and elections. They are assigned a division by the A&S Steering Committee, granting them voice and vote in the assigned division.
 - ii. Individual staff members may hold faculty status at-large within the University by action of the University Faculty Senate or one of its committees. Assignment to A&S through this procedure grants these individuals the ability to vote in elections for at-large A&S Senators.
 - iii. Staff members who report directly to the University President, Provost, or any rank of Vice President may hold faculty status at-large within the University, but not faculty status in A&S.
- f. Part-time faculty, visiting faculty, applied music faculty, post-doctoral fellows, exchange faculty, and artists-in residence are not considered faculty for the purposes of shared governance and may not hold faculty status in A&S.

See the [Faculty Handbook](#) Section I for more information on faculty status and rank and the duties and responsibilities of individual faculty members.

3. Responsibilities of the A&S Faculty

a. Primary Responsibilities

Consistent with the delegation of powers by the Board of Trustees to the faculty as outlined in Section I above and subject to the Faculty Handbook and the Faculty Senate Charter, the A&S faculty shall have primary responsibility for the following matters:

- i. the A&S curriculum, including its general direction and academic objectives, the nature, range, and pace of its efforts, and the approval of new, and revision or termination of existing, A&S courses, majors, and minors;
- ii. all academic policies and procedures exclusive to A&S that affect its faculty or students or relate to its departments, programs, majors, minors, or courses. Examples include policies regarding course evaluations, last week of classes, finals, class size, and grade appeals;
- iii. all policies and procedures and setting the standards regarding tenure and

promotion for faculty in A&S, and making recommendations regarding tenure and promotion for individual A&S faculty members; and

- iv. subject to the terms of this document, all policies and procedures that oversee A&S faculty governance, including faculty meetings and faculty committees.

On matters for which the Board of Trustees has delegated primary responsibility to the faculty, the Dean, and as appropriate, the Provost, should thoughtfully deliberate and carefully consider the perspective of the faculty before making decisions that are contrary to the judgment of the A&S faculty. If reasons for such decisions are offered, they shall be communicated directly to the A&S faculty at its faculty meeting (or to the committee designated to make recommendations on its behalf).

b. Consultative Responsibilities

Effective consultation includes the exchange of ideas, information, and questions, as well as the providing of informal advice and formal recommendations to the person or body making the decision. Consistent with the role of the faculty in shared governance as outlined in Section I above and subject to the Faculty Handbook and Faculty Senate Charter, the A&S faculty or its designated representatives shall have a consultative role regarding the following matters as they relate to A&S:

- i. the policies, procedures, and general principles exclusive to A&S governing faculty workload and general welfare, including, but not limited to, reassigned time, sabbaticals, enhanced sabbaticals, endowed chairs, emeritus faculty, team-teaching, and teaching credit for non-standard courses, as well as monetary and other forms of faculty compensation for administrative duties;
- ii. the policies, procedures, and general principles governing the hiring of faculty in A&S, as well as the annual reports, merit review, and compensation of A&S faculty;
- iii. the relative emphasis given to the various elements of educational, scholarly, and creative work, such as the weights given to and the methods, process, and instruments used to evaluate teaching, scholarly and creative work, and service in A&S merit reviews;
- iv. the priorities and strategic plans of A&S, including the allocation of resources, budgeting for academic and academic support programs, the use of existing or prospective physical resources used for educational purposes, and the school's fundraising priorities;
- v. the policies, procedures, and general principles governing A&S departmental and program reviews;
- vi. the development and mentoring of A&S faculty and staff, as well as the policies and procedures governing professional development funds provided

through the Office of the Dean, including departmental travel funds and funds for leadership conferences;

- vii. the policies, procedures, and general principles governing faculty and student awards given by A&S, as well as the nomination of faculty or students by A&S for School and University awards;
- viii. the creating, joining, or splitting of academic departments and programs exclusive to A&S;
- ix. student activities and co-curricular policies and programs that exclusively affect students in A&S;
- x. searches for the Dean by nominating faculty members for the search committee and offering feedback on candidates in those searches; and
- xi. the structure and composition of A&S administrative committees (standing or ad hoc).

4. The A&S Steering Committee and A&S Faculty Officers

a. The A&S Steering Committee

The A&S Steering Committee (hereafter “Steering Committee”) is responsible for facilitating faculty governance in A&S, including overseeing A&S faculty meetings and all A&S faculty committees, as well as coordinating responses to issues raised by the A&S faculty. The Steering Committee represents the A&S faculty to the University Faculty Senate and to school and university administrators and serves as a line of communication between the A&S faculty and these bodies.

b. A&S Faculty Chair

The A&S Faculty Chair (hereafter “A&S Chair”) serves as the chair of the Steering Committee and the main representative of the A&S faculty, particularly in matters of faculty governance. The A&S Chair is charged with soliciting input on matters of faculty interest from all quarters of A&S, including departments, programs, divisions, and committees, and with helping to set the agenda and tone of faculty governance within A&S.

c. A&S Faculty Vice-Chair

The A&S Faculty Vice-Chair (hereafter “A&S Vice-Chair”) fills in for the A&S Chair whenever needed and coordinates the updating, archiving, and posting of all A&S faculty policies, reports, guidelines, minutes, and other such documents.

C. Departments and Programs

Academic departments (hereafter “departments”) offer majors and minors, as well as courses that support interdisciplinary and cross-school programs and the general education curriculum. Department operations are administered by a department chair, but are the responsibility of all faculty and staff with appointments in the department.

Interdisciplinary programs (hereafter “programs”) offer courses, majors, and/or minors that draw on expertise from across departments. Their curricula include courses unique to the program and/or courses from two or more departments. Programs housed within A&S are administered by an interdisciplinary program coordinator (hereafter “program coordinator”) and are overseen by an interdepartmental program advisory board.

Department and programs foster scholarship, design curricula, advise students, and provide a forum for academic discourse. The smooth and effective functioning of departments and programs depends upon the achievement of broadly shared goals and upon the cooperation of all faculty and staff members. Agreement about goals and cooperation in their implementation are to be achieved through regular meetings and continuing discussion among the department or program advisory board members. Traditions for making decisions and resolving disagreements within departments and programs vary, and no single procedure could possibly cover the wide range of cases that may arise. Some matters are best left to the discretion of the department chair or program coordinator, whereas others, such as those involving the interests of all members of the department or program advisory board, should be resolved through consultation, consensus, or majority vote. Faculty with administrative status in the upper administration (Dean, Provost, University President) shall not participate in department and program advisory board meetings or votes. Faculty with administrative status in the offices of these administrators (associate deans, associate provosts, etc.) shall only participate in departmental and program discussion and votes regarding the hiring, tenure, and promotion of departmental faculty, as well as other individual matters as decided by a majority of the full-time continuing faculty members of the department or program advisory board.

Departments and programs are strongly encouraged to keep policy documents, as well as easily accessible records of all votes and decisions.

1. Hiring of Faculty

While the Dean has the ultimate responsibility for hiring faculty in A&S, in the spirit of collegiality and shared governance, consultation between the Dean and departments or search committees must occur in the hiring of faculty. While it is incumbent on the Dean’s office to work with the faculty to provide clear and consistent procedures at the start of the process, the faculty involved should follow the prescribed procedures to the best of its ability and act as a deliberative body to provide inclusive and well-reasoned hiring recommendations to the Dean. When making a final decision regarding to whom to make an offer, both parties (Dean and department or search committee) should communicate their positions clearly and sensitively consider the views of the other. Unless stipulated otherwise by the department or Dean before the search begins, candidates for a continuing faculty position shall only be hired when a majority of the

home department members eligible to vote (usually all full-time continuing faculty in the department) finds the person to be an acceptable candidate.

When hiring faculty with tenure and/or at the rank of Associate Professor or Professor, there shall be an expedited tenure and promotion process, with the department, A&S Tenure and Promotion Committee, Dean, Provost, and University President each providing a recommendation on tenure and/or rank to the Board of Trustees.

2. Department Chairs and Program Coordinators

a. Responsibilities of Department Chairs and Program Coordinators

Department chairs and interdisciplinary program coordinators represent their departments and programs to the administration, and are responsible for the operations of their respective department or program, including, but not limited to, scheduling, providing an agenda for, and presiding over department or program advisory board meetings, scheduling courses, overseeing departmental or program curricular changes, hiring, supervising, and evaluating staff, facilitation of department or program relations, preparing and managing budgets, and assessing and making recommendations to the Dean on departmental or program resource needs.

Faculty members in A&S have primary appointments in departments; thus, department chairs have the added responsibilities of assigning faculty to courses and academic advising duties, mentoring and evaluating departmental faculty, making recommendations to the Dean regarding faculty merit increases, requesting faculty lines, overseeing departmental recommendations for faculty hires and faculty promotion and tenure, and keeping their faculty informed of the actions of the administration.

[Added responsibilities of interdisciplinary program coordinators (as compared to department chairs) can go here].

In order to properly accomplish their administrative duties, department chairs and program coordinators are granted reassigned time, stipends, professional development funds, and/or other forms of compensation as set forth in policies established and overseen by the Dean, in consultation with the A&S faculty.

b. Appointment of Department Chairs and Program Coordinators

All department chairs and interdisciplinary program coordinators are appointed by the President of the University. In practice, however, and in the spirit of shared governance, the University President delegates to the Provost, deans, and departments/programs the responsibility of appointing chairs and program coordinators in the manner prescribed below.

Department chairs and program coordinators (and their interim replacements) should normally be chosen from the tenured members of the department or those involved in

the program. They are normally nominated for appointment to a three-year term by the department or program advisory board, voting by secret ballot. The person nominated will have the approval of a majority of the department or program advisory board members eligible to vote (usually all full-time continuing faculty in the department or program advisory board unless decided otherwise by the department or program advisory board).

If there is a 50%:50% tie between candidates, a second election will be held after further discussion by the department or program advisory board. If the tie persists after two rounds of voting, the Dean will appoint the department chair or program coordinator after consultation with the department or program advisory board.

If the department or program makes a nomination that the Dean does not support, the Dean shall meet with the department or program advisory board to explain his or her reasons for not supporting the nomination. The department or the program advisory board will then reevaluate its nomination, consider the Dean's objections, and communicate its choice for chair or coordinator to the Dean. The Dean and the department or the program advisory board will remain in consultation until a mutually agreeable candidate has been selected. A mutually agreeable candidate is a person who is willing to serve and has the support of both the Dean and a majority of the department or program advisory board members eligible to vote. The consensus candidate's name is forwarded to the Provost and then to the President as a recommendation for appointment.

The Dean may remove a department chair or program coordinator before the end of his or her term, but the Dean shall first consult with the said department chair or program coordinator and give him or her the option to resign.

D. Disagreements over Policies or Decisions

The Dean, department chairs, program coordinators, and A&S faculty members should all work hard to make transparent and collaborative recommendations and decisions. When disagreements over administrative policies or decisions arise, individuals and/or groups of individuals shall attempt to resolve the conflict through thoughtful and respectful communication. In rare instances when a consensus is not attained in a timely manner after a good faith effort, the disagreement may be referred to the Dean for resolution (if the disagreement is between A&S faculty members, including a department chair or program coordinator). If the disagreement is between the Dean and any A&S faculty member[s], including departments or programs, the Provost may be consulted as part of the resolution process. When requested by any individual involved in the disagreement, the Dean, and Provost as appropriate, will consult with the A&S Chair (or his or her designee from among the Steering Committee members) before resolving the conflict.

Section III. The Place of A&S Committees in Shared Governance

A. A&S and University Committees

A&S committees are formed by the A&S faculty or Dean, consist mainly of A&S faculty, staff, and/or students, and normally address matters relevant exclusively to A&S.

University committees are formed by the University Faculty Senate or University administrators, consist of faculty, staff, and/or students from across the University, and address matters relevant to at least two schools at the University.

B. Standing and Ad Hoc Committees

Standing committees work on a continuous basis until dissolved and normally include members with staggered terms of three years.

Ad hoc committees (including taskforces) are temporary and created for a specific task typically outside the charge of any standing committee. The charge of ad hoc committees shall also include a plan for the committee's dissolution (for example, by a specific date and/or after completion of a specific work product). Members of an ad hoc committee are normally appointed for the duration of the committee.

C. A&S Faculty and Administrative Committees

1. A&S Faculty Committees

A&S faculty committees (standing or ad hoc) are created, altered, or dissolved by action of the A&S faculty and are used as a means to undertake the faculty responsibilities outlined in Section II.B.3 above. They are chaired by an A&S faculty member, have only A&S faculty as voting members, include faculty from across all divisions of A&S, and report to the A&S faculty through the Steering Committee. Their charge may include responsibilities that are primary to the faculty and/or consultative with the Dean or other administrative units. Any A&S faculty member(s) or committee may initiate changes to the A&S faculty committee structure by submitting the proposal, in writing, to the Steering Committee for possible inclusion on the agenda of an A&S faculty meeting. Since A&S faculty committees include representatives from across A&S, department and localized cross-department/program committees are not considered A&S committees. The Dean's office shall provide administrative assistance to the A&S faculty officers and committee chairs as related to their roles in faculty governance.

2. A&S Administrative Committees

A&S administrative committees (standing or ad hoc) are formed, altered, or dissolved by the Dean, in consultation with the Steering Committee and/or the A&S faculty. They report to the Dean and undertake matters of importance to the Dean. Typically, their charge will not include matters that overlap the charge of an existing A&S faculty

committee. Any changes to A&S administrative committees made by the Dean shall be announced to the A&S faculty at the next A&S faculty meeting.

Section IV. Interpreting and Amending this Document

A. Supremacy Clause

Nothing in this document shall contradict or override the following University faculty governing documents: the University Bylaws, the University Faculty Senate Charter, the policy documents of the University Faculty Senate, and the Faculty Handbook.

When the policies or guidelines in this document appear in conflict with the University faculty governing documents, the members of the Steering Committee, the A&S Senators, and the Dean shall meet to resolve such disagreements. The Steering Committee shall inform the A&S faculty of the nature of the disagreement and the steps taken to bring this document into agreement with the University faculty governing documents. In those occasions where agreement cannot be reached, the disagreement shall be referred to the Provost for resolution. Once the Provost, in consultation with the Dean, the Steering Committee, and the A&S Senators, has resolved the disagreement, the faculty shall be informed of the resolution, which shall be recorded in the minutes of an A&S faculty meeting.

If this document requires amending, the changes will be proposed by the Steering Committee and brought to the A&S faculty through the process outlined in Section IV.C below.

B. Interpretation of this Document

The Steering Committee, in consultation with the Dean and University legal counsel, if needed, shall rule on any question of interpretation of any policy in this document. Any such rulings shall be reported to the A&S faculty at its next meeting. If this document requires amending, the changes will be proposed by the Steering Committee and brought to A&S faculty through the process outlined in Section IV.C below.

C. Amending this Document

Amendments to this document may be initiated by any A&S faculty member, committee, or group. The Steering Committee reviews the amendment(s) and may choose to bring the proposed language, with revisions if needed, before the A&S faculty for a two-step process. In the first step, the A&S faculty considers, amends (if needed), and votes by majority decision to include the amendment on the agenda of the next A&S faculty meeting, unless the changes are considered major by the Steering Committee, in which case the second vote shall be conducted by electronic ballot. No matter if the second vote on the amendment is conducted by electronic ballot or on the floor of the next A&S faculty meeting, it must be approved by a majority of the votes recorded. Any changes made to the language of the amendment before the second vote shall restart the approval process. Any changes to this document also require approval by the Board of Trustees. Approved amendments to this

document shall be included in the minutes of an A&S faculty meeting, as well as in this document, with the date of the changes noted.

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