

UNIVERSITY *of* WISCONSIN
LA CROSSE

FACULTY SENATE

Articles, Bylaws and Policies

Faculty Organization

Several basic documents contain materials describing faculty and academic staff matters. These documents are the *Wisconsin Statutes* (particularly [Chapter 36](#)--the "Merger Law"), the *Wisconsin Administrative Code for the University of Wisconsin System (UWS)*, the *University of Wisconsin-La Crosse Faculty Personnel Rules*, the *University of Wisconsin-La Crosse Policies and Procedures for Academic Staff* and the bylaws of individual academic departments.

Chapter 36 of the *Wisconsin Statutes* creates the University of Wisconsin System and details the responsibilities of the UW-System board of regents, the president, the chancellors, the faculty, and the students. It also governs faculty tenure and probationary appointments, as well as academic staff appointments.

The *Wisconsin Administrative Code for the University of Wisconsin System* governs faculty appointments; procedures for dismissal, layoff and termination of faculty for reasons of financial emergency; complaints and grievances; outside activities by faculty; faculty/academic staff ethics; academic staff appointments and dismissal for cause; layoff of academic staff for budget or program reasons; outside activities by academic staff, limited and other appointments; student disciplinary procedures; conduct on university lands; and sick leave.

Both the *University of Wisconsin-La Crosse Faculty Personnel Rules* and the *University of Wisconsin-La Crosse Policies and Procedures for Academic Staff* respond to the Administrative Code and UWS chapters by supplying, where required, campus details and implementation. The bylaws of individual academic departments further respond to these documents by supplying details and implementation within departments.

In addition to these documents, faculty governance at the University of Wisconsin-La Crosse is implemented by

- [Articles of Faculty Organization](#)
- [Faculty Senate Bylaws](#)
- [Faculty Senate Policies](#)

The Articles of Organization define the faculty of the institution as well as the powers, duties and organization of the Faculty Senate. The Faculty Senate Bylaws describe operation and responsibilities of the various Faculty Senate Standing committees. The Faculty Senate Policies list the policies adopted by the Faculty Senate.

Articles of Faculty Organization

(Adopted 3-16-66, with later revisions)

(Reformatted Aug 2011)

- I. All Ranked Faculty, Instructional Academic Staff and Academic Librarians shall constitute the faculty. Hereafter in these Articles of Faculty Organization, Faculty Senate Bylaws, and Faculty Senate Policies reference to “faculty” or “faculty member” is understood to include Ranked Faculty, Instructional Academic Staff and Academic Librarians unless otherwise stated.
 - A. Ranked Faculty - All persons with the rank of professor, associate professor, assistant professor, or instructor shall constitute the Ranked Faculty.
 - B. Instructional Academic Staff and Academic Librarians
 1. All Instructional Academic Staff and Academic Librarians shall be represented by the Faculty Senate for university governance purposes.
 2. Academic staff whose assignment prior to March 10, 2005 included classification as both Instructional Academic Staff and Academic Staff shall make a one-time choice between the Faculty Senate or the Academic Staff Council to represent them for governance purposes.
 3. Academic staff with a new contract that includes classification as both Instructional Academic Staff and Academic Staff shall, at the time of their appointment, make a one-time choice between the Faculty Senate or the Academic Staff Council to represent them for governance purposes.
 4. All Instructional Academic Staff, as well as those with split appointments who have chosen Faculty Senate as their governing body, are granted faculty status (UWS 1.05) at the time of hire.
- II. The chancellor of the university shall be ex officio the presiding officer of the faculty. The provost/vice chancellor shall preside in his/her absence.

The secretary of the Faculty Senate shall keep minutes of all general faculty meetings and shall make copies of the proceedings available to the faculty.
- III. Within the institution, the faculty directly, or indirectly through the senate, shall have full and final responsibility for determination of curriculum, other requirements for graduation, and the system of grading. It shall also have direct concern with the formulation and implementation of university policy relating to physical facilities, support of research, educational budget, institutional organization, all aspects of student life, and personnel matters relating to academic freedom, teaching loads, salaries, appointments, reappointments, tenure, promotions, leaves and dismissals.
- IV. The representative body of the faculty shall be the Faculty Senate. It shall be free to investigate, to study, to debate, and to deliberate on all matters of general faculty concern and may exercise review authority in these matters if it deems such exercise is in the best interests of the university. The following provisions govern the senate:

A. Specific Powers and Duties - Specifically, the senate directly, or through committees, is empowered to:

1. Determine all curricula of the institution, graduate and undergraduate.
2. Determine academic standards and requirements for graduation.
3. Advise the chancellor on the appointment of administrative officials.
4. Participate in determining policies with respect to the annual budget.
5. Participate in planning the physical facilities of the campus.
6. Participate in formulating regulations pertaining to student activities.
7. Participate in the award of promotions and salary adjustments.
8. Participate in investigating cases and determining policies with respect to academic freedom, tenure, appointments, reappointments, leaves, dismissals and teaching loads.
9. Prepare the agenda for meetings of the general faculty and distribute copies of the agenda to faculty members one week prior to such faculty meetings.
10. Establish and terminate all faculty committees and determine their membership and functions.
11. Receive and disseminate minutes and reports of all committees.
12. Conduct nominations and elections of members of the senate.
13. Hear any faculty member on matters of concern to the member or the general faculty.
14. Hear the authorized agent of the organization of student government on matters of concern to the student body.
15. Inform the general faculty, the administration, and the student body of all senate actions affecting the areas of their respective concerns.
16. Provide for the election and instruction of representatives to extramural councils or committees which seek to communicate or consult directly with university faculty governance.

B. Membership

1. The Faculty Senate shall consist of 24 members: four elected from the College of Liberal Studies (the college has the option of further designating specific representation within the college), four elected from the College of Science & Health, one elected from the College of Business Administration, and 15 elected At-Large, with one of these seats designated as an At-Large/School of Education seat (this At-Large/School of Education Senator must be elected by all faculty/Instructional Academic Staff just as other At-Large seats are elected; this provision does not preclude other School of Education faculty/Instructional Academic Staff running for other At-Large positions).
2. The chancellor of the university and/or consultants designated by the chancellor shall be seated with the senators and shall have similar privileges of discussion but shall have no vote.

3. All members of the faculty shall be eligible to nominate, vote for, and serve as members of the senate except for those with a full-time administrative assignment at the level of associate dean or higher.
 4. At no time shall the senate include more than three senators from a single department; a maximum of two of these may be elected at large, and a maximum of one may be elected from the college.
 5. The nomination shall be held early in the spring semester. The senators shall serve for a term of three years, June 1 to June 1. The terms shall be arranged so that one third of the positions are filled by election each year.
 6. Vacancies
 - a. A vacancy which occurs because a senator cannot complete his/her term shall be filled by the eligible faculty member who among the unsuccessful candidates of that category received the greatest number of vote's at the most recent election. A senator so chosen shall complete the unexpired term.
 - b. A temporary vacancy shall be deemed to occur when a senator is on leave extending over a semester or more but intends to return before the expiration of his/her senate term. This temporary vacancy shall be filled by the eligible faculty member who among the unsuccessful candidates of that category received the greatest number of vote's at the most recent election. The temporary replacement shall relinquish the seat on the senate when the permanent member returns to campus. A replacement whose term is for one year or less shall be immediately eligible for election to the senate.
 - c. In the event that a candidate to fill a vacancy cannot be determined because of a tie vote, the senate shall act to break the tie.
 - d. In the event that a candidate for a vacancy cannot be determined by the above procedures, the senate shall nominate and elect a representative from the appropriate category to complete the unexpired term.
 7. Senators elected for terms longer than one year may not succeed themselves; one year must elapse before subsequent election.
- C. Nomination and Election
1. Nominations and elections shall be conducted by the Senate Election Committee appointed by and under the direction of the senate.
 2. Nomination procedures:
 - a. Nominations shall be by petition.

- b. The Senate Election Committee shall publish in the university newsletter the standard form for nomination petitions, including the names of the departments from which faculty members are ineligible to serve on the senate, the date nomination petitions are due, and other informational statements.
 - c. The nomination petition shall include the following statement:
 “If elected to the Faculty Senate of the University of Wisconsin-La Crosse I will faithfully serve in that capacity. I affirm that if I miss three meetings in one year (barring medical reasons or professional obligations) I will have vacated the position.
 ~Signature of Candidate”
 - d. In order for this petition to be valid, it must be signed by at least 20 faculty members.
 - e. Petitions shall be available at the beginning of the third full week of instruction of the second semester, and, in order to be valid, must be returned to a member of the Senate Election Committee by the end of the fourth week and must contain the required number of signatures.
 - f. A faculty member shall be a nominee for only one position in only one category.
3. Election Procedures:
- a. The basic list of faculty members shall be the one maintained by the provost/vice chancellor.
 - b. The Senate Election Committee shall prepare ballots and distribute the ballots by campus mail to the eligible faculty voters by the beginning of the eighth week of the second semester. The faculty members shall vote for no more than the specified number of nominees and return the ballots to the chairperson of the Senate Election Committee by the beginning of the tenth week.
 - c. The Senate Election Committee shall count the ballots and declare those nominees with the largest number of votes elected. In case of a tie new ballots listing the tied nominees shall be sent to the eligible voters to break the tie.
 - d. Election results shall be announced in the university newsletter as soon as they are available.
4. Department Affiliation:
- a. A member of the faculty shall be considered a member of the department to which he/she is appointed. A member of the faculty who holds appointments in more than one department shall choose the department with which he/she will be affiliated for the purposes of election. Department affiliation choice shall be recorded with the Senate Election Committee. Department affiliation may be changed at any time except the period between the dates that nomination petitions are due and the results of the election are published. A member of the faculty who is not appointed to a department shall be considered a member of the College of Liberal Studies.

- b. A member of the Library Department shall be considered a member of the College of Liberal Studies.

D. Officers and Senate Organization

1. The officers of the senate shall consist of a chairperson, a vice chairperson, and a secretary, all to be chosen from the elected members of the senate.
2. The three elected officers of the senate along with the immediate past chairperson, if his or her term in the senate has not expired, and one member selected annually by the senate from its membership shall constitute the Senate Executive Committee.

Thus, there shall be four or five members depending on the status of the most recent past chairperson of the senate. The chairperson of the senate shall be the chairperson of the Senate Executive Committee.

3. The officers of the senate shall be elected at an organizational meeting of the new senate before June 1, and shall hold office for one calendar year beginning June 1. The organizational meeting shall be called by the chairperson of the retiring senate. A majority of all votes cast shall be necessary for election.
4. A parliamentarian shall be appointed by the chairperson of the senate to serve as the chair's consultant on all questions of procedure. The parliamentarian need not be a member of the senate.
5. A vacancy in the office of senate chairperson shall be filled by the vice chairperson. Vacancies in other offices of the senate shall be filled by special election. All senators shall be eligible for the vacancy, whether holding an office or not. An officer elected to the vacancy and accepting it will leave another vacancy to be filled by the same procedure.
6. The duties of the officers shall be (a) those usual to the offices or (b) those designated especially by the senate.
7. The senate shall form its own bylaws and policies.

E. Meetings of the Senate

1. The senate shall have regularly scheduled meetings during the academic year and shall be subject to call at other times.
2. Special meetings may be called by the chairperson on his/her own initiative, or at the request of the Senate Executive Committee or of the chancellor of the university, or at the written request of at least six members of the senate.
3. Two thirds of the membership of the senate shall constitute a quorum. (This is an intended deviation from *Robert's Rules of Order*.)
4. The agenda shall be prepared by the Senate Executive Committee and submitted to the faculty three days prior to each senate meeting. Any issues or recommendations shall be placed on the agenda when proposed by:
 - a. Senate Executive Committee action.
 - b. The chancellor of the university.

- c. Faculty committees.
 - d. One third vote of the senators present and voting at a meeting. (Motion to place on agenda is not debatable.)
 - e. A petition signed by no fewer than 10 faculty members.
5. The senate while in session may change the order of the agenda by a majority vote.
 6. *Robert's Rules of Order, Newly Revised* shall determine procedure, unless those rules conflict with this constitution or with bylaws adopted by the senate.
 7. Minutes of the senate meeting shall be distributed to all faculty members.
 8. Part of the order of business of each senate meeting shall be a report from the chairperson on the disposition of all previous recent senate decisions.
 9. All senate sessions shall be open to all faculty members except for good and sufficient reason which shall be made known to the faculty. Any member of the faculty may address the senate after securing recognition from the chair.
- F. Senate Committees
1. The committees of the senate shall include a Senate Executive Committee, a Senate Election Committee, a Committee on Faculty Committees, an Articles and Bylaws Committee, and such other committees as are necessary.
 2. The Senate Executive Committee shall follow up senate recommendations and act as a liaison with the administration of the university.
 3. The Senate Executive Committee shall have the power to act in behalf of the senate when the situation requires immediate action. Such actions and recommendations of the Senate Executive Committee shall in all cases be subject to review by the senate, which shall be notified of all such actions and recommendations through the minutes of the meetings of the Senate Executive Committee.
 4. A Senate Election Committee shall be appointed by the Senate Executive Committee and approved by the senate from among the senators to conduct or supervise all elections required by this constitution.
 5. A Committee on Faculty Committees shall be appointed by the Senate Executive Committee and approved by the senate from among the senators to determine the members of all faculty standing committees. Where committee chairpersons are to be elected, it shall appoint conveners.
 6. An Articles and Bylaws Committee shall be appointed by the Senate Executive Committee and approved by the senate to conduct an annual review of the Faculty Senate Bylaws and Policies, periodic review of the Articles of Organization, and to provide appropriate phrasing for article, bylaw and policy changes proposed to the Faculty Senate from other sources. Membership of the committee shall consist of five members of the faculty, one of whom shall be the at-large member of the Senate Executive Committee.

7. Other committees of the senate may be authorized by senate action. Their titles, their duties, and the mode of determining their membership shall be prescribed by the senate.
8. All senate committees shall be responsible to the senate and shall report all of their actions and recommendations directly to the senate.

G. Faculty Referenda

1. Actions of the senate shall be final unless they are overruled or amended by a majority vote of the faculty eligible to vote in a senate election. Such action by the faculty may be taken by an official referendum conducted according to the following conditions:
 - a. A referendum to rescind or amend senate action shall be held if it is 1) requested by the chancellor of the university, 2) petitioned by one third of the members of the senate, or 3) petitioned by 20% of the faculty.
 - b. A request or petition for a referendum shall be submitted to senate chair within 25 days the publication of the minutes recording the action to be contested. The referendum shall be conducted by the Senate Election Committee who shall poll the faculty within 15 days of the receipt of the petition.
 - c. The petition to amend or rescind senate action must clearly state the action to be reviewed as it is recorded in the senate minutes, and if it seeks to amend a senate action, it must provide the wording of the proposed amendment.
 - d. Referendum ballots used to rescind an action of the senate shall not include language prejudicial to voting but shall include 1) the date of the senate action, 2) the record of the senate vote on the action, 3) the exact wording from the senate minutes describing the action to be reviewed, and 4) the following statements of choice:

"I vote to sustain this action of the senate
I vote to rescind this action of the senate"
 - e. Referendum ballots used to amend an action of the senate shall not include language prejudicial to voting but shall include 1) the date of the senate action, 2) the record of the senate vote on the action, 3) a restatement of the action as recorded in the minutes along with the amending language, and 4) the following statements of choice:

"I vote for this amendment
I vote against this amendment"
 - f. Voting on a referendum to amend or rescind a senate action shall be on ballots that are certifiable as official but do not require the signatures of the voters. The results of the referendum shall be published promptly and be binding upon the senate.

2. An advisory referendum on an issue of concern to the faculty shall be conducted by the Senate Election Committee if it is 1) requested by the chancellor, 2) petitioned by one third of the members of the senate, or, 3) petitioned by 20% of the faculty, and conducted under the following conditions:
 - a. The petition and the ballot for the referendum must clearly designate the referendum as advisory and indicate the person, body or authority to be advised. The request or petition must state the referendum issue in the form that it will appear on the referendum ballot. The senate shall certify the ballots and publish the results.

H. Faculty Standing Committees

1. All faculty standing committees shall be responsible to the chancellor of the university through the Faculty Senate and their recommendations shall be subject to review by the senate.
 2. Among the bylaws of the Faculty Senate shall be those governing the composition, organization and responsibility of faculty standing committees.
 3. When an ad hoc university committee is formed outside the senate, for whatever reason, faculty representation on such a committee shall be named or approved by the Senate Executive Committee, or the senate as a whole.
- V. Amendments to these articles may be adopted at any meeting of the general university faculty by a majority vote of those present provided that any proposed amendment has been approved at a Faculty Senate meeting, has been distributed to the faculty at least one week prior to the general faculty meeting and has been subsequently approved by the chancellor of the university.
- VI. Amendments to the bylaws and policies may be adopted at any regular senate meeting by a two-thirds vote provided than any proposed amendment has been read at the preceding regular meeting.
- VII. *Robert's Rules of Order, Newly Revised* shall govern all meetings of the general university faculty.
- VIII. Meetings of the general university faculty may be called by the chancellor and/or the senate.

Faculty Senate Bylaws

(Amended May 2016)

- I. **Senate Committees:** The senate committees include a Senate Executive Committee, a Senate Election Committee, a Committee on Faculty Committees and an Articles and Bylaws Committee.

A. The Senate Executive Committee:

1. Membership (Article IV.D.2.)
2. Duties and Powers (Articles IV.E.2,4; IV.F.2,3,4,5)

B. The Senate Election Committee:

1. Membership (Article IV.F.4.)
 - a. Each newly appointed election committee shall take office early in the fall semester.
2. Duties and Powers (Articles IV.A.12; IV.C; IV.D.5; IV.F.4,8; IV.G.1.c; IX.E.)

3. Auditing Faculty Eligibility List

The Senate Election Committee shall be responsible for completing an audit of the list of Instructional Academic Staff and Academic Librarian members by February 15 each year. The purpose of the audit is to revise the list of those who qualify as members of the faculty. The list shall be submitted to the Senate Executive Committee for their approval. An appeal of an assignment to or change from faculty status shall be resolved by the Senate Executive Committee

4. Additional Election Procedures:

- a. Election of senators:
 - i. In election, ties shall be resolved by additional ballots allowing voters to choose between the tied candidates.
 - ii. In any nomination or election no more than one vote per candidate shall be counted from any one ballot.
 - iii. The numerical results of election shall be kept on file in the Faculty Senate office.
- b. Election of senate officers:
 - i. Nominations: at least 10 days prior to the meeting for election of officers the senators for the coming year shall be notified that they may submit to the Senate Election Committee chairperson on a form provided for the purpose their nominations for each office. The nomination forms need not

be signed. A senator may nominate for each office one and only one of the 24 senators. The forms may be submitted up to the time of the meeting. The Senate Election Committee chairperson shall announce to the senate the names of the nominees for an office. Other nominations for that office may be made from the floor; no second shall be necessary.

- ii. Election of each officer shall occur on a separate ballot, the chairperson being elected first, the vice chairperson, secretary and the additional elected member of the Senate Executive Committee being elected separately in that order. The ballots shall be signed.
- iii. A majority vote is required to elect. If a majority vote does not occur on the first ballot the two nominees with the most votes shall be the nominees for a second ballot (or more if necessary) unless ties increase the number beyond two nominees.
- iv. The chairperson of the senate shall chair the meeting.
- v. The numerical results shall not be published.

C. The Committee on Faculty Committees:

1. Membership: This committee, which shall be appointed by the Senate Executive Committee and approved by the senate, shall consist of five senators, including a chairperson. The newly appointed committee shall replace the outgoing committee beginning August 1, and ending July 31.
2. Duties: The committee shall determine the members of faculty committees, and, where the chairpersons are to be elected, the committee shall appoint conveners.
3. Procedures:
 - a. The committee shall solicit in writing from the faculty its preferences for committee assignments.
 - b. The committee shall determine in a closed session the list of appointments of regular members and the list of alternates according to rank and/or college representation wherever necessary. The committee shall submit the list to the Senate Executive Committee for review and recommendations. The list of appointments shall then be released to the senate (Article IV.F.8.), and shortly thereafter to the faculty as a whole.
 - c. The committee shall maintain consecutive service on committees by giving priority to former members who have completed one or more years of satisfactory service, and by appointing one-third new members, so far as possible.

- d. The committee shall maintain membership on faculty committees with new appointments whenever necessary.

D. The Articles and Bylaw Committee:

1. Membership of the committee shall consist of five members of the faculty, one of whom shall be the at-large member of the Senate Executive Committee. The committee shall elect its chair.
2. Duties and responsibilities of the committee shall include:
 - a. Conducting an annual review of the Faculty Senate Bylaws and Policies, and forwarding recommended changes to the Faculty Senate.
 - b. Conducting periodic reviews of the Articles of Organization and forwarding recommended changes to the chairperson of the Faculty Senate.
 - c. Providing appropriate phrasing for article, bylaw and policy changes proposed to the Faculty Senate from other sources.

II. **Faculty Standing Committees:** The following faculty standing committees shall perform in accordance with the powers and duties assigned to the senate in the Articles of Faculty Organization adopted March 16, 1966, and later revised. The committee decisions are subject to senate review. The following principles shall govern these faculty committees:

- (a) Reference to "faculty members" of faculty standing committees is understood to include those members of the Ranked Faculty, Instructional Academic Staff and Academic Librarians who participate in university governance through representation on the Faculty Senate (see Articles of Faculty Organization I.A.1). Non instructional academic staff who are represented in university governance by the Academic Staff Council and who serve on designated faculty standing committees shall be appointed according to the bylaws of the Academic Staff Council;
- (b) Instructional Academic Staff and Academic Librarians are excluded from membership on the Promotion, Tenure and Salary Committee.
- (c) Faculty members of the Library Department shall be considered as members of the College of Liberal Studies for committee assignment purposes;
- (d) Graduate student members for the Graduate Committee shall be selected by the graduate student body;
- (e) Other student members of faculty committees shall be elected to the committees by a method to be determined by the Student Senate;
- (f) Faculty with designated administrative responsibilities of at least 50% shall be ineligible for service on faculty committees. Administrative responsibilities shall refer to the

positions of chancellor, vice chancellor, directors of administrative units, deans, or any appointment within the offices of these positions.

- (g) Administrative consultants shall be non-voting members of committees;
- (h) Administrative consultants may serve as committee officers;
- (i) Members of a faculty standing committee who miss three meetings (barring medical or professional reasons) shall have vacated membership on the committee;
- (j) If no member of an academic unit applies to serve on a committee that has a seat designated for that academic unit, then the Committee on Faculty Committees may fill that seat with an applicant from another academic unit;
- (k) Alternates shall not have a vote in any committee actions;
- (l) Alternates replacing a regular member of a committee on a permanent basis shall acquire the right to vote;
- (m) Alternates shall become committee members in sequence according to rank order and/or requirements for representation from various colleges;
- (n) Members of faculty committees shall be appointed to a term of one year by the Committee on Faculty Committees unless otherwise specified;
- (o) No faculty member shall be appointed to a standing committee for more than three years in succession unless a fourth year appointment is necessary to assure a minimum of one carry-over committee member for the succeeding year or otherwise stated in these bylaws;
- (p) Appointments of members to committees and their terms on the Faculty Senate shall end with their retirement from or termination of university employment;
- (q) One third of the members of a committee shall be replaced each year, so far as possible;
- (r) New faculty committee members shall replace the former ones as of August 15;
- (s) Each faculty committee shall hold an organizational meeting and report the name of the chairperson to the senate office by October 1. (Joint chairpersons are not permitted.)

A. The Academic Planning Committee

Duties and responsibilities of the committee shall include:

1. Maintaining and updating the procedures and criteria used to review proposals for new or revised academic programs. Any changes in procedures or criteria are subject to the approval of the Faculty Senate. The procedures shall provide opportunity for input from those areas of the university that would be affected by

the proposed program. The criteria shall take into consideration the needs of students and society, the mission of the university, the necessity for quality academic programs, and the availability of the necessary resources.

2. Receiving and reviewing proposals for all new academic programs, including emphases, concentrations, minors, majors, graduate, and special programs. Receiving and reviewing proposals for new or revised courses or for program revisions that have resource needs that cannot be met by the proposing department and college, or have implications for long-range academic planning.
 - a. The review shall include consulting with the Chancellor, the Provost/Vice Chancellor and the academic dean of the proposing college regarding the availability of resources within the college to fund the proposal.
 - b. If it is determined that adequate resources are not available within the college, APC shall request that the Provost/Vice Chancellor forward to APC a report detailing available resources in the other academic colleges and in the non-academic units of the university. The Provost/Vice Chancellor shall include recommendations on what available resources might be most appropriately used to fund the proposal.
 - c. The committee shall forward its recommendations to the Faculty Senate.
3. Formulating long range academic plans and reviewing externally generated academic planning initiatives for recommendation to the Faculty Senate.
4. Receiving and reviewing proposals to eliminate or suspend academic programs and forwarding its recommendations to the Faculty Senate.

The regular membership of the committee shall consist of nine full time faculty at the rank of Assistant Professor, Associate Professor or Professor, each with a minimum of four years' experience at UWL or tenured status. This membership shall include at least three representatives from each of the College of Liberal Studies and the College of Science and Health, and two representatives from the College of Business Administration. Terms of membership shall be three years and be staggered so that three members complete their terms and are replaced each year. The committee shall elect its chairperson. If the committee is meeting as described in 4. above, then the membership of the committee shall be temporarily expanded (if necessary) in order to provide a representative from the program proposed for elimination. Any temporary member shall have no designated administrative responsibilities and shall be selected through procedures established by the committee.

B. The Academic Policies and Standards Committee

Duties and responsibilities of the committee shall include:

1. Formulating and reviewing local policies and standards concerning admissions, advising, retention, advanced standing, probation, dismissal, readmission, the grading system, and graduation honors for undergraduate students.
2. Ensuring equitable application of standards by the undergraduate schools and colleges.
3. Supervising the administration of these standards and formulating procedures for hearing student appeals and petitions on academic matters not resolved by administrative offices of the university.

Membership of the committee shall consist of nine faculty members and three students. The faculty membership shall include at least three representatives from each of the College of Liberal Studies and the College of Science and Health, and at least one representative from the College of Business Administration. The director of admissions and the registrar shall serve as an administrative consultant for the committee. The chancellor shall select an additional administrative consultant for the committee. The committee shall elect its chairperson.

C. The Undergraduate Academic Program Review Committee (Revised 2016)

Duties and responsibilities of the committee shall include:

1. Maintaining and updating the procedures and criteria used to review existing undergraduate academic programs at UWL.
2. Scheduling and conducting, in consultation with the provost/vice chancellor, the audit and review of undergraduate academic programs, including review of newly implemented undergraduate academic programs.
3. Reviewing the Faculty Workload Policy and monitoring its application.

Membership of the committee shall consist of eleven faculty members and three students. The faculty membership shall include at least three representatives from each of the College of Liberal Studies and the College of Science and Health, and at least one representative from the College of Business Administration, and at least one School of Education affiliated faculty. The provost/vice chancellor and the academic deans shall serve as administrative consultants to the committee. The committee shall elect its chairperson.

D. The Graduate Academic Program Review Committee (Added 2016)

Duties and responsibilities of the committee shall include:

1. Maintaining and updating the procedures and criteria used to review existing graduate academic programs at UWL.
2. Scheduling and conducting, in consultation with the provost/vice chancellor, the audit and review of graduate academic programs, including review of newly implemented graduate academic programs.
3. Reviewing the Graduate Faculty Workload Policy and monitoring its application.

Membership of the committee shall consist of seven faculty members and one graduate student. All faculty members must not only have graduate faculty status, but also be actively involved in a graduate program. The faculty membership shall include at least two representatives from the College of Science and Health, one representative from the College of Liberal Studies, one representative from the College of Business Administration, one School of Education affiliated faculty, and one representative from a professional education program (i.e., a "clinical" degree program, or a program wherein the degree is a necessary prerequisite for entry into a profession). The provost/vice chancellor and the academic deans shall serve as administrative consultants to the committee. The committee shall elect its chairperson.

E. The Academic Technology Committee (Revised 2016)

Duties and responsibilities of the committee shall include:

1. Studying and reporting to the Senate on technology-related issues as they affect instruction, research and service.
2. Serving as a liaison between faculty and the divisions of Administration & Finance and Academic Affairs, as well as making recommendations to ensure that technology is responsive to faculty needs for instruction, research and service.
3. Informing department ATC liaisons, in writing, of policy and procedure proposals being considered, thereby providing adequate opportunity for departments/programs to be heard prior to committee and senate action on said proposals.

Membership of the committee will consist of nine faculty members of diverse rank and years of service. The faculty membership shall include at least one member from each of the following: the College of Business Administration, the College of Liberal Studies, the College of Science and Health, and the School of Education. The following administrators or their designees shall serve as administrative consultants to the committee: the Provost/Vice Chancellor, the Academic Deans, and the Assistant Vice

Chancellors for Information Technology Services, Financial Services, and Facilities Planning and Management. The committee shall elect its chairperson and recorder.

F. The Budget Review Committee

Duties and responsibilities of the committee shall include:

1. Study and report to the senate on university budget decisions that affect instruction and research.
2. Review annual budgets and report to the senate on trends in support for instruction.

Membership of the committee will consist of the seven representatives constituting the faculty membership of the Joint Planning and Budget Committee. The committee will respond to direct charges from the Faculty Senate but will also be free to determine its own scope of study and review. The committee will aim for maximum coordination with the university Joint Planning & Budget Committee. The Vice-Chair of the Faculty Senate shall serve as convener and the committee shall elect its chairperson.

G. The Complaints, Grievances, Appeals and Academic Freedom Committee (Revised 2014)

Duties and responsibilities of the committee shall include:

1. Hearing and acting upon complaints in accordance with UWS 6.01, UWL 6.01, UWS 13.01 and Section III of the Faculty Senate Bylaws. Complaints are allegations against a member of the faculty or instructional academic staff which allege conduct violating university rules or policies, or conduct adversely affecting the performance of the member's obligation to the university. Complaints unrelated to the academic function of the university, or for which separate procedures exist such as for charges of sexual or racial harassment, or complaints alleging illegal activities subject to civil penalties, shall not be considered by this committee unless requested by the chancellor. Complaints brought before the committee by action of the chancellor require that the chancellor or the chancellor's representative assume responsibility for prosecuting the charges.
2. Hearing and acting upon grievances in accordance with UWS 6.02, UWL 6.02, UWS 13.02 and Section III of the Faculty Senate Bylaws. Grievances concern personnel problems adversely affecting a member of the university community and involving a petition for redress either by or against a member of the faculty or instructional academic staff. Grievances claim personal harm from the action of another employee involving such matters as terms of appointment, promotion, retention, salary, work assignments, or other conditions of employment. The university employee initiating the grievance bears the burden of proof as the grievant and may, at his or her option, specify what would be considered remedial action.

3. Hearing appeals that request a review of a procedure, decision, or action of university administration, of an academic department, of any support unit, or any body of university governance other than the Faculty Senate or its committees that impacts on one or more members of the faculty or instructional academic staff, except when appeals concern dismissal, non renewal or lay-off decisions (see Hearing Committee). Appeals for review of an action of a senate committee shall be directed to the senate. A faculty member need not be adversely affected by an action to request a review. (For example, a professor could appeal revisions in his or her department's promotion criteria; a department could appeal a dean's decision to decline an offer of a contract to a candidate for a vacant position.) An appeal to CGAAF shall be filed only when other avenues for review are not available. Procedures established by CGAAF for hearing appeals shall be in accordance with Section III of the Faculty Senate Bylaws and shall follow procedures described in UWS and UWL 6.02 for hearing grievances. In particular, when an informal resolution cannot be reached, the appellant is responsible for preparing the appeal petition, documenting evidence, and securing witnesses; burden of proof rests with the appellant. The written formal appeal shall be filed within 30 days beyond the end of the semester during which the appealed action was taken.
4. Recommending corrective actions when needed, or issuing statements of admonishment or censure in cases where the committee determines that there have been actions contrary to the principle of academic freedom or deviations from fair and equitable application of due process.
5. Developing rules and procedures to assure fairness in the hearing of complaints, grievances, and appeals and communicating these to parties involved in hearings. Minimum guarantees of due process and procedure shall provide both parties to a dispute: a) written notice of hearing at least ten days prior to the hearing, b) the right to counsel and/or other representatives, c) timely access to documentary evidence, and the names of witnesses, d) the right to offer, confront, and cross-examine witnesses, e) the right to a copy of the official record of the proceedings, f) the right to written findings of fact and decision, and g) the right to a written account of all committee recommendations. While providing due process, the committee shall not be bound by common law or statutory rules of evidence. Hearings shall be held in accordance with Wisconsin Open Meeting Law (Sub IV, Chapter 19, Wisconsin Statutes).

Membership of the committee shall consist of nine tenured faculty members and six tenured alternates. Committee members and alternates shall be selected for three-year-terms with a third of the committee newly appointed each year. Members and alternates shall be appointed without regard to membership on other committees. Broad representation in committee membership shall be maintained with no more than

one member and one alternate appointed from a single department. The IAS Liaison shall serve as a non-voting consultant in a case involving an IAS member. The committee shall elect its chairperson and a secretary to keep an official record of proceedings.

The committee may elect to hear particular complaints, grievances, or appeals by selecting a sub-committee of not fewer than seven members, which may, when necessary, include members selected from the panel of alternates. A sub-committee or the committee as a whole hearing any case shall not include representatives of departments of persons party to the complaint, grievance, or appeal or otherwise having direct personal involvement in the issue before the committee. The sub-committee shall include a chairperson and a secretary and consist only of members who can be in constant attendance at all meetings where evidence or testimony relating to the particular complaint, grievance, or appeal is heard. Findings, decisions, and recommendations of the sub-committee shall become official actions of the Complaints, Grievances, Appeals, and Academic Freedom Committee.

H. **The Consultative Layoff Committee**

Duties and responsibilities of the committee shall include:

1. Consulting with the chancellor on financial emergencies in which faculty layoffs are anticipated as prescribed in UWS 5.
2. Participating in any decision regarding potential program curtailment, in accordance with UWL 5.05 - 5.08.
3. Representing the faculty before the board of regents if a state of financial emergency is declared, as detailed in UWS 5.04 - 5.06.

Membership of the committee shall consist of nine full-time tenured faculty members, each with a minimum of four years' experience at the University of Wisconsin-La Crosse. The faculty membership shall include appropriate representation from the various faculty ranks with minimums of three members from each of the College of Liberal Studies and the College of Science and Health, and one member from the College of Business Administration. The committee, its chairperson, and alternates to the committee shall be selected by the Faculty Senate. This responsibility shall not be delegated to any other committee or person. Terms of membership shall be three years and be staggered so that three members retire and are replaced each year. Alternates shall be chosen representative of the appropriate rank, college, and term of appointment as vacancies occur.

I. **The Faculty Development Committee (Revised 2012)**

Duties and responsibilities of the committee shall include the following, with the exception of faculty sabbatical leave proposals:

1. Advocating for the initiation, development, and implementation of funding programs concerned with improvement of instruction and faculty development.
2. Establishing and reporting on priorities for faculty development and improvement of instruction programs.
3. Establishing written screening and selection procedures, and providing guidelines for grant proposals related to improvement of instruction and faculty development.
4. Reviewing, screening, and approving for funding proposals, which are related to the improvement of instruction and faculty development and forwarding the results of this review to the Office of the Provost.

Membership of the committee shall consist of nine faculty members. Members of the faculty who submit proposals during a given year shall not be members of the committee during that year. A representative from the provost/vice chancellor's office shall serve as an administrative consultant to the committee. The committee shall elect its chairperson.

J. **The General Education Assessment Committee (Revised 2015)**

Duties and responsibilities of the committee shall include:

1. Reporting directly to the General Education Committee.
2. Coordinating and monitoring the assessment of General Education courses by
 - a. Ensuring that all General Education courses being taught are assessed on a cycle determined by the GE committee.
 - b. Ensuring that assessment instruments are appropriate for their intended uses.
 - c. Assisting departments in the development and improvement of appropriate assessment instruments.
 - d. Supervising ongoing assessment reporting in order to support and record General Education assessment activities.
 - e. Compiling assessment results at the end of each academic year.
3. Submitting an annual report on General Education course assessment activities to the General Education Committee.
4. Gathering other General Education course assessment information as requested by the General Education Committee.

Membership of the committee shall consist of seven faculty members with at least one representative from the College of Business Administration, at least two representatives from the College of Science and Health, and at least three representatives from the College of Liberal Studies. The UWL Assessment Coordinator shall serve as an administrative consultant to the committee. Consecutive appointments may be allowed for up to four years and when possible, to ensure continuity, no more than two members shall be replaced each year. One member of the General Education Committee shall be designated (by majority vote of the General Education Committee) a non-voting member of the General Education Assessment Committee. The committee shall elect its chairperson.

K. **The General Education Committee (Revised 2015)**

Duties and responsibilities of the committee shall include:

1. Coordinating general education curricula.
2. Conducting a systematic review of the General Education Program by examining existing courses on a regular, rotating basis, and recommending curricular changes.
3. Reviewing and approving proposals for curricular changes in general education, including changes resulting from revisions of existing courses and proposals for admitting additional courses into the program after these courses have been approved by the Undergraduate Curriculum Committee.
4. Evaluating general education proposals within the established program structure, taking into consideration the needs of students and of society, the mission of the university, the necessity for quality general education, and the goals of the program.
5. Consulting formally with the academic departments about coordination of the General Education Program by informing chairpersons in writing of proposals being considered that relate to their programs and by providing adequate opportunity for departments to be heard prior to committee and senate action on such proposals.
6. Approving existing specific foreign languages offered as appropriate to the General Education Program.
7. Studying different models of interdisciplinary courses, determining their appropriateness for general education, and encouraging faculty to develop such courses.
8. Monitoring the development and application of methods for assessing the proficiency of students' skills to ensure that waivers of required skills courses, with or without retroactive credit, are appropriately granted.

9. Encouraging the development of additional writing emphasis courses, monitoring their availability and systematically reviewing them according to established guidelines.
10. Authorizing substitutions or waivers for individual students in the General Education Program.
11. Oversee the University's Associate Degree curriculum.

Membership of the committee shall consist of nine faculty and one student appointed annually by the Student Association. Consecutive appointments may be allowed for up to five years. The faculty membership shall include at least two representatives from each of the College of Liberal Studies and the College of Science and Health, and at least one representative from the College of Business Administration. One alternate shall be provided for each appointed member, and so far as possible, representation of appointed members and alternates shall be rotated with respect to departments and schools. The provost/vice chancellor, the registrar, the academic deans, the University Assessment coordinator, and the Director of the Academic Advising Center shall serve as administrative consultants to the committee. One member of the General Education Committee shall be designated (by majority vote of the committee) a non-voting member of the General Education Assessment Committee. The committee shall elect its chair.

L. **The Graduate Council (The Graduate Policies Committee) (Revised 2011)**

Duties and responsibilities of the committee shall include:

1. Establishing, in consultation with departments and/or colleges, academic standards pertaining to graduate study, including policies for graduate student admission, honors recognition, retention, probation, dismissal and readmission.
2. Determining the procedures and criteria for selecting members of the graduate faculty and annually approving an updated roster of members of the graduate faculty.
3. Formulating procedures for hearing graduate student appeals and petitions on academic policy matters not resolved by administrative offices of the university.
4. Studying long-range issues related to any aspect of graduate studies and recommending how and by whom these issues should be addressed.

Membership of the committee shall consist of nine graduate faculty. The faculty membership shall include at least one representative from each of the College of Science and Health, the College of Business Administration, and the College of Liberal Studies. At least one representative from each college shall be either a graduate program director or a member of a department participating in a graduate program. In

addition, the chair of the graduate curriculum committee, and two graduate students shall serve as members. The academic deans or their designated appointees, the associate vice chancellor for academic affairs, and the registrar shall serve as administrative consultants to the committee. The committee shall elect its chairperson.

M. **The Graduate Curriculum Committee** (Revised 2012)

Duties and responsibilities of the committee shall include:

1. Receiving, reviewing and acting on proposals for curricular changes from academic departments and graduate programs.
 - a. Evaluating curricular proposals by an established set of criteria.
 - b. Ensuring that curricular proposals have been vetted through formal consultation with the academic departments, graduate programs, and the Academic Program Review Committee or other curricular approval committees.
2. Informing department chairpersons/program directors, in writing, of proposals being considered, thus providing adequate opportunity for departments/programs to be heard prior to committee and senate action on such proposals.
3. Publishing the agenda of regularly scheduled meetings in a university-wide communication outlet.

Membership of the committee shall consist of nine members of the graduate faculty and three graduate students. The faculty membership shall include at least the following numbers of representatives from each of the following academic units: two from the College of Liberal Studies, four from the College of Science and Health, and one from the College of Business Administration. Each student member shall represent one of these academic units. The provost/vice chancellor, registrar, director of university graduate studies, director of the library and academic deans shall serve as administrative consultants to the committee. The committee shall elect its chair.

N. **The Hearing Committee** (Revised 2014)

Duties and responsibilities of the committee shall include:

1. Hearing dismissal cases as described in UWS 4 and also in accordance with the following conditions:
 - a. In relation to UWS 4.01, "just cause" for a dismissal shall be related, directly and substantially, to the fitness of the faculty member's professional capacity as a teacher, researcher or artist. If the concept of "moral turpitude" is applied to the case, the standard to be used shall not be that the moral sensibilities of persons in the particular community have been affronted. The standard shall be behavior that would evoke condemnation by the academic community

generally. If the charge is incompetence, the testimony should include that of teachers and other scholars, either from this or from other institutions.

- b. In relation to UWS 4.02,
 - i. Whenever the chancellor notifies a faculty member of a complaint which might lead to dismissal, the member may seek information and assistance from an ombudsperson as specified in Section III of the Faculty Senate Bylaws. Timely allowance is to be made for such consultation prior to the chancellor's informal discussion of the complaint with the faculty member.
 - ii. If dismissal proceedings are to be undertaken, the Hearing Committee shall be informed by the chancellor. The Hearing Committee shall solicit from the faculty member his/her opinion of the charges and whether he/she intends to request a hearing.
 - iii. If the faculty member requests a hearing, the Hearing Committee may, with the consent of the parties concerned, hold joint pre-hearing meetings with the parties in order to (i) simplify the issue, (ii) effect stipulations of facts, (iii) provide for the exchange of documents or other information, and (iv) achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.
- c. In relation to UWS 4.03, this hearing committee shall operate not only as the hearing agent for the board, but also as the hearing agent for the faculty.
- d. In relation to UWS 4.06,
 - i. The faculty member shall be afforded an opportunity to obtain necessary witnesses and documents or other evidence. The administration shall cooperate with the hearing committee in securing witnesses and making available documents and other evidence.
 - ii. The faculty member and the administration shall have the right to confront and cross examine all witnesses. Where the witnesses cannot or will not appear at the hearing, but the committee determines that the interests of justice require admission of their statements, the committee shall identify the witnesses, disclose their statements, and if possible, provide for interrogatories.
 - iii. Before the close of the hearings, the committee shall give opportunity to the faculty member or his/her advisor and/or counsel and chancellor or his/her representative to present oral arguments. If written briefs would be helpful, the committee may request them.

- iv. Public statements and publicity about the case by either the faculty member or administrative officers, except for simple announcements covering the time of the hearing and similar matters, shall be avoided so far as possible until these proceedings and considerations by the governing board of the institution have been completed.
- e. In relation to UWS 4.07,
 - i. Prior to determining penalty for the charges made against the faculty member, the Hearing Committee shall determine the truth of the charges. An affirmative vote of two-thirds or more of the members hearing the case shall be required to decide which, if any, charges are true. A lesser vote shall be reported to the chancellor with a recommendation for dismissal of the charges.
 - ii. If the committee determines that any charge is true, the committee shall then determine the penalty if any.
 - iii. The committee shall recommend dismissal only if seven or more members vote affirmatively that the charge(s) justify dismissal of the faculty member.
 - iv. If the committee determines that the charges justify imposition of a severe sanction, it shall specify the sanction. It shall then vote on the imposition of that sanction. That specific sanction shall be recommended to the chancellor only if six or more members vote for that sanction. A severe sanction would, for instance, be suspension without pay for a stated period, or a reduction in pay for a stated period.
 - v. If the committee determines that the charges justify imposition of a minor penalty, it shall specify the sanction. It shall then vote on the imposition of that sanction. That specific sanction shall be recommended to the chancellor only if five members or more vote for that sanction. A minor sanction would, for instance, be a reprimand.
 - vi. If the committee has decided the charge(s) is true, it might decide that no penalty should be imposed. This decision requires a majority vote. Reasons should accompany such a recommendation to the chancellor.
- f. In relation to UWS 4.08 (2) and under circumstances described therein, the committee/chancellor shall then reconsider, taking into account the stated objections of the board and receiving new evidence if necessary.
- g. In relation to UWS 4.09, the Hearing Committee is the appropriate committee for the chancellor to consult. The committee shall transmit its recommendation to the chancellor. The committee shall also inform the faculty member concerned of its recommendation.

2. Hearing non-renewal appeals as described in UWS 3.08, and UWL 3.08.
3. Hearing layoff appeals as described in UWS 5.11, UWL 5.11, and UWL 5.12.
4. Hearing dismissal cases for instructional academic staff as described in UWS 11.03 (2).
5. Developing additional rules and procedures to assure fairness in hearings, and communicating these to faculty and instructional academic staff directly involved in these hearings.

Membership of the committee shall consist of nine full-time tenured faculty members who are not department chairpersons. The members shall be chosen by the Committee on Faculty Committees after all other committees have been chosen regardless of committee or senate membership. Terms of membership shall be three years, staggered so that three members retire and are replaced every year. Each member of the committee shall have a first alternate and a second alternate, chosen for a concurrent term. The alternates will serve in case of resignation (so as to complete the three-year term) or as a temporary replacement for a member who is unable to serve or who is disqualified from a hearing through procedures established by the committee. The IAS Liaison shall serve as a non-voting consultant in a case involving an IAS member. The committee shall elect its chairperson and a secretary to keep an official record of proceedings.

The chairperson elected shall continue to be chairperson for any cases and for the duration of such cases as are initiated in that academic year. Other committee members shall continue beyond their three years until the termination of hearings and reports in any cases which they have been hearing during their three-year terms. Newly appointed members shall participate only in hearings initiated during their terms of office unless alternates are no longer available as replacements for resignations, disqualifications, or extended illnesses in cases being heard at the time the new members are appointed. In such cases new members or other temporary appointees may become replacements with the consent of both parties. Members deeming themselves disqualified for bias or interest shall remove themselves from a case, either at the request of a party or on their own initiative. Each party shall be permitted to remove a maximum of two committee members without stated cause. Each party may also request that additional committee members be removed for cause; the validity of the challenge will be determined by the committee. The number of replacements to the committee shall be governed so as to maintain an active nine-member body.

O. The Instructional Academic Staff Committee (Revised 2014)

Duties and responsibilities of the committee shall include:

1. Studying, developing, and recommending policies and procedures used in the university concerning salary, position types and titles, promotion, workload, and general working conditions for Instructional Academic Staff.
2. Studying, developing, and making recommendations regarding the implementation in the university of such policies and procedures.
3. Collecting and disseminating information on such policies and procedures and their implementation in the university.

Membership of the committee shall consist of nine members of the faculty and shall include at least three representatives from each of the College of Liberal Studies and the College of Science and Health and two representatives from the College of Business Administration. Committee membership may include Ranked Faculty but no more than one Ranked Faculty member from each college. The committee shall elect its chairperson.

P. The Instructional Academic Staff Promotion Committee (IAS-PC) (Revised 2016)

Duties and responsibilities of the committee shall include reviewing promotion files subject to the following rules of operation:

1. The committee members shall use the general performance and achievement criteria that are described in the "Guide to Instructional Academic Staff Promotion" (the most current version of which is posted on the Human Resources website <http://www.uwlax.edu/Human-Resources/IAS-Promotion-Resources/>). In addition to teaching, the criteria include service and/or professional development, and/or creative activity, and/or scholarship. The committee shall ensure that guidelines for the submission of departmental criteria and other data supporting a candidate for promotion are up to date and available on all relevant websites. Guidelines for the academic year's promotion materials must be in place by the first Friday of September. Following the establishment of rules and procedures and prior to submission of candidate applications, the IAS Liaison shall hold a meeting for eligible candidates to describe the promotion process. This meeting shall be publicized via email and in the *UWL Events Calendar*.

The members shall give fair and full consideration to all relevant materials that are presented on the candidate's behalf. A written unpublished record of the deliberations shall be maintained by the IAS Liaison. The unpublished records shall be destroyed at termination of the committee year or after resolution of all appeals.

2. Within seven calendar days of the committee's final decision on all candidates for promotion, the IAS Liaison shall communicate the decisions in writing to the candidates and to the appropriate department chairpersons. A candidate who is not recommended for promotion shall receive the reasons for the negative decision and information on the appeals process as part of this written notification.
3. Within seven calendar days of receiving the written reasons for a negative decision, the candidate may appeal the committee recommendation by writing to the Instructional Academic Staff Promotion Committee Chair. An appeal review shall take place within 14 calendar days of receipt of the appeal. The IAS member shall be given at least seven calendar days notice of such review. The burden of proof in such an appeal shall be on the IAS member. The scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:
 - a. Conduct, expressions, or beliefs that are constitutionally protected, or protected by the principles of academic freedom, or
 - b. Factors proscribed by applicable state or federal law regarding fair employment practices, or
 - c. Improper consideration of qualifications for promotion. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of an IAS member in question if material prejudice resulted because of any of the following:
 - i. The procedures required by rules of the faculty or board were not followed, or
 - ii. Available data bearing materially on the quality of performance were not considered, or
 - iii. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

Written notice of the results of the appeal shall be transmitted to the candidate and appropriate department chair within seven days of the committee decision.

4. The committee chair or the IAS Liaison shall provide the Provost a list of those recommended and not recommended for promotion, and the results of any appeals. Separate lists shall be provided for each series title.

Membership of the committee shall consist of one non-voting *ex officio* member (the IAS Liaison to the Provost) and seven voting members of the faculty selected by the Faculty Senate. Membership shall be representative of the colleges/divisions and include at least one representative from each college/unit. These members shall be IAS

at the Senior Lecturer or Clinical Associate Professor level or tenured ranked faculty at the Associate Professor level (or higher), with no more than two seats held by ranked Faculty.

Q. The International Education Committee

Duties and responsibilities of the committee shall include:

1. Establishing, maintaining, and updating the procedures and criteria used to review proposals for offering credit-generating courses or programs of study at foreign or international sites. The committee shall publicize the standards used to determine if awarding academic credit is appropriate.
2. Receiving and reviewing all proposals for offering credit-generating courses or programs of study at foreign or international sites provided the proposed offering has been approved by the appropriate department(s) and dean(s). The review shall provide for consultation with the Office of International Education. Upon approval by the committee, the proposal shall be forwarded to the appropriate curriculum committee (or dean in the case of umbrella course topics) for further review.
3. Reviewing the International Studies (INS) minor program and courses with the INS prefix. The committee shall receive and review all proposals for revisions in the requirements for the INS minor and all proposals for new or revised courses with the INS prefix. The review shall provide for consultation with the Director of the International Studies Curriculum. Upon approval by the committee, the proposal shall be forwarded to the Dean of the College of Liberal Studies and to the Undergraduate Curriculum Committee for further review.
4. Advising the Director of the Office of International Education and other administrative authorities and university committees in the development, application, and evaluation of policies and procedures for global education programs.
5. Providing for the periodic review and assessment of the university's international education programs, policies, and procedures. The areas reviewed shall include both credit and non-credit study tours, foreign study and exchange programs, and international student issues.
6. Receiving annual reports on the number of international students enrolled at UWL, the number of UWL students participating in global education programs, and the number of international education opportunities for UWL faculty and staff.
7. Meeting with the International Student Organization and the Director of the Office of International Education to discuss issues regarding the needs of international students.

Membership of the committee shall consist of nine faculty members, one academic staff member chosen by the Academic Staff Council, and three students. The faculty membership shall include at least two representatives from each of the College of Liberal Studies and the College of Science and Health, and at least one representative from the College of Business Administration. The student membership shall include at least one representative from the International Student Organization. The Director of the Office of International Education and the Director of the International Studies Curriculum shall serve as nonvoting consultants to the committee. The committee shall elect its chairperson. A committee member shall abstain from voting on the approval of any proposal to offer courses or programs of study at international sites if the committee member or the committee determines that the proposal presents a conflict of interest for the committee member.

R. **The Joint Promotion Committee** (Revised 2016)

Duties and responsibilities of the committee shall include reviewing promotion files subject to the following rules of operation:

1. The committee members shall use the general performance and achievement criteria that are described in "A Guide to Faculty Promotions and Portfolio Development at UW-La Crosse" (the most current version of which is posted on the HR website <http://uwlax.edu/Human-Resources/Faculty-Promotion-Resources/>).

Criteria include teaching, research, professional and public service, and contributions to the university. The committee shall provide guidelines for the submission of departmental criteria and other data supporting candidacy for promotion. Following the establishment of rules and procedures and prior to submission of candidate application, the Joint Promotion Committee shall hold a meeting for eligible candidates to describe the promotion process. The Joint Promotion Committee shall publicize this meeting via email and in the *UWL Events Calendar*.

The members shall give fair and full consideration to all relevant materials that are presented in the candidate's behalf. The joint committee shall make promotion recommendations to the chancellor. A written unpublished record of the deliberations shall be maintained. The unpublished records shall be destroyed at termination of the committee year or after resolution of all appeals.

2. Within seven calendar days of the committee's decision on a candidate for promotion, the chairperson of the committee shall communicate the decision in writing to the candidate and to the appropriate department chairperson. A candidate who is not recommended for promotion shall receive the reasons for the negative decision as part of this written notification.

3. Within seven calendar days of receiving the written reasons for a negative decision, the candidate may, by writing to the Joint Promotion Committee chair, appeal the Joint Promotion Committee recommendation. An appeal review shall take place within 14 calendar days of the filing date. The faculty member shall be given at least seven calendar days notice of such review. The burden of proof in such an appeal shall be on the faculty member, and the scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:
 - a. Conduct, expressions, or beliefs that are constitutionally protected, or protected by the principles of academic freedom, or
 - b. Factors proscribed by applicable state or federal law regarding fair employment practices, or
 - c. Improper consideration of qualifications for promotion. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of a faculty member in question if material prejudice resulted because of any of the following:
 - i. The procedures required by rules of the faculty or board were not followed, or
 - ii. Available data bearing materially on the quality of performance were not considered, or
 - iii. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

Written notice of the results of the appeal shall be transmitted to the candidate and appropriate department chair within seven days.
 - iv. The joint committee shall provide the chancellor a list of those recommended and not recommended for promotion, and the results of any appeals. Separate lists shall be provided for each rank.

Membership of the committee shall consist of the provost/vice chancellor, the four academic deans and 12 professors, representing the range of academic fields. All members of the committee must hold the rank of Professor. Terms of service for the faculty members shall be three years, with four of the faculty members being replaced each year. Members shall be nominated by the Faculty Senate Executive Committee and approved by the Faculty Senate in the fall without regard to membership on other committees, with new committee members replacing the former ones on October 1. The committee shall elect its chairperson.

S. The Library Committee

Duties and responsibilities of the committee shall include:

1. Studying and recommending means of improving library services.
2. Providing liaison between faculty and library staff regarding policy-related issues.

Membership of the committee shall consist of nine faculty members, one of whom shall be the chairperson of the library department, and three students, one of whom shall be a graduate student. The faculty membership shall include at least two representatives from each of the College of Liberal Studies and the College of Science and Health, and at least one representative from the College of Business Administration. Consecutive appointments may be allowed for up to five years; however, at least three faculty members shall be newly appointed each year. The director of the library shall serve as an administrative consultant to the committee. The committee shall elect its chairperson.

T. The Promotion Tenure and Salary Committee

Duties and responsibilities of the committee shall include:

1. Studying and recommending policies and procedures used in the university concerning salary, promotion, and tenure.
2. Collecting and disseminating information on procedures employed within the university in matters concerning promotion, tenure, and salary.

Membership of the committee shall consist of nine voting faculty members, none of whom shall be members of the academic staff. The IAS Liaison shall serve as a non-voting member in matters concerning salary. The committee shall elect its chairperson.

U. The Research and Grants Committee

Duties and responsibilities of the committee shall include:

1. Establishing written guidelines and screening and selection procedures for research proposals.
2. Establishing written procedures for evaluating and ranking research proposals.
3. Receiving and evaluating research proposals from members of the faculty.
4. Apportioning institutional funds for research and informing grant recipients of their awards.
5. Providing applicants who did not receive grant money reasons for denial.
6. Advising the coordinator of gifts and grants in the solicitation of grant monies.
7. Providing the UW-L Foundation with a list of committee faculty members from which it may select advisory members for its Grants and Review Committee.

Membership of the committee shall consist of the provost/vice chancellor (*or* his/her designated representative) and nine faculty members. Members of the faculty who submit research proposals during a given year shall not be members of the committee during that year. The coordinator of gifts and grants shall serve as an administrative consultant to the committee for grants advisory purposes. The committee shall elect its chair.

V. The Scholarship and Awards Committee

Duties and responsibilities of the committee shall include:

1. Screening applications for scholarships and awards and recommending their recipients.
2. Providing the UWL Foundation with a list of committee faculty members from which it may select advisory members for its Scholarship Committee.

Membership of the committee shall consist of nine faculty members and three students. The Executive Director of the UWL Foundation shall serve as an administrative consultant to the committee. The committee shall elect its chairperson.

W. The Undergraduate Curriculum Committee (Revised 2012)

Duties and responsibilities of the committee shall include:

1. Determining curricula for students in the various academic programs.
2. Receiving proposals for all undergraduate curricular changes from the various academic departments.
3. Informing department chairpersons/program directors, in writing, of proposals being considered thus providing adequate opportunity for departments/programs to be heard prior to committee and senate action on such proposals.
4. Evaluating curriculum proposals by a hierarchical set of criteria, taking into consideration the needs of students and of society, the mission of the university, the necessity for quality programs, and the ability of the department and college to meet the resource needs of the proposal.
5. Coordinating the various curricula through formal consultation with the academic departments.
6. Publishing the agenda of regularly scheduled meetings in the university newsletter.
7. Authorizing substitutions or waivers for individual students in academic programs other than the General Education Program.

Membership of the committee shall consist of nine faculty members and three students. The faculty membership shall include at least three representatives from each

of the College of Liberal Studies and the College of Science and Health and at least one representative from the College of Business Administration. The Committee on Faculty Committees shall rotate representation with respect to departments and schools, and so far as possible shall provide alternates for each appointed member. The provost/vice chancellor, registrar, director of the library and academic deans shall serve as administrative consultants to the committee. The committee shall elect its chair.

X. The Undergraduate Research Committee

Duties and responsibilities of the committee shall include:

1. Establishing written evaluation procedures and criteria for funding undergraduate research proposals.
2. Establishing written procedures for applying for undergraduate research funds.
3. Publicizing the availability of undergraduate research funds and the procedures for applying for those funds.
4. Receiving and evaluating research proposals from undergraduate students.
5. Apportioning institutional funds for undergraduate research.
6. Advising the coordinator of gifts and grants in the solicitation of grant monies to support undergraduate research.
7. Planning and conducting an annual Undergraduate Research Day, as well as other means of disseminating undergraduate research results.

Membership of the committee shall consist of nine faculty members and two student members. Terms of service for the faculty members shall be three years. There shall be no more than four faculty members from any of the College of Business Administration, the College of Liberal Studies, or the College of Science and Health. Student members shall be selected from students who have received research funding from the committee in previous years. Students who submit research proposals during a given year shall not be members of the committee during that year. The coordinator of gifts and grants shall serve as an administrative consultant to the committee for grants advisory purposes. The committee shall elect its chairperson.

Faculty Senate Policies

(Amended February 2017)

- I. [Policy Pertaining to Faculty Ombudspersons](#)
- II. [Policy Defining the Curriculums](#)
- III. [Policies Pertaining to the Curriculums](#)
- IV. [Responsibilities of Departments, Department Members and Department Chairpersons](#)
- V. [The Selection of Department Chairpersons](#)
- VI. [Remuneration of Department Chairpersons](#)
- VII. [Policy Pertaining to Post-retirement Service on Senate](#)
- VIII. [UW-La Crosse Ranked Faculty Workload Policy](#)
- IX. [Electronic Media Policy for Faculty Academic Artifacts](#)
- X. [Instructional Academic Staff Workload Policy](#)
- XI. [Post Retirement Appointments Policy](#)
- XII. [Teacher Education Programs/School of Education Faculty](#)
- XIII. [Policy on Academic Centers, Institutes and Laboratories](#)
- XIV. [Salary Equity Adjustment Policy](#)
- XV. [Faculty Qualifications Policy](#)
- XVI. [Academic Freedom Statement](#)

- I. Three **faculty ombudspersons** shall be appointed annually to help faculty members seeking information about or assistance with informal resolution or seeking information about formal resolution of personnel problems, including non-renewals, dismissals, complaints, grievances, and appeals. The ombudspersons shall serve as individual consultants and advisors, not as members of a committee or a group acting by consensus or voting.

Near the end of each academic year, the Senate Executive Committee, in consultation with the chairpersons of the Hearing Committee and the Committee on Complaints, Grievances, Appeals, and Academic Freedom (CGAAF), shall appoint three faculty members to serve as ombudspersons for one-year terms beginning August 15. Two alternates shall also be appointed to serve in case of resignation or disqualification. Consecutive appointments may be allowed for up to five years. Ombudspersons shall not be members of the Hearing Committee or CGAAF, and they shall be replaced by alternates if they themselves are subject to nonrenewal, dismissal, or complaint; if they themselves complain, grieve, or appeal; or if they disqualify themselves owing to bias or conflict of interest.

- II. **Curriculums** shall consist of:
 - A. A general education program which must be satisfactorily completed before the student may be graduated.
 - B. Baccalaureate programs in the undergraduate college leading to degree.
 - C. Programs in the graduate college in the areas authorized by the board of regents.
- III. **Curriculum policies** shall be as follows:
 - A. General Education
 - 1. All students who enroll in a curriculum leading to a baccalaureate degree at the University of Wisconsin-La Crosse shall be required to enter the General Education Program.
 - 2. The content of the General Education Program shall be designed to help students understand themselves and the world in which they live by cultivating the knowledge, skills and dispositions essential for independent learning and thinking which should characterize university graduates. Although choices shall be provided to individual students, the program shall require all students to pursue a pattern of study which will minimize avoidance of any of the major areas of human experience.
 - 3. Students will be admitted to the colleges of their choice at the time of their admission to the university. Students in the General Education Program shall be advised in the college to which they have been admitted.
 - 4. The requirements in the General Education Program shall provide opportunity for all students to choose from several courses grouped within prescribed general areas.
 - 5. Each of the undergraduate colleges shall be obligated to accept credit for the requirements met in the General Education Program if studies conform to the prescribed pattern.
 - 6. The determination of the General Education Program described herein shall be accomplished in the following manner:
 - a. The General Education Committee shall make recommendations to the Faculty Senate for changes in the program. No faculty action shall be taken concerning the program of study without preliminary study and recommendations by the committee.
 - b. All recommendations of the committee to the Faculty Senate shall be preceded by careful studies which shall be designed to determine the feasibility of the recommendations with respect to availability of staff, facilities, and funds.

- c. All recommendations of the committee to the Faculty Senate shall be coordinated with the necessary core, professional and major and minor requirements within the undergraduate colleges of the university.
- B. Baccalaureate: The Undergraduate Curriculum Committee appointed by the senate shall be responsible for curriculum in the College of Liberal Studies; the College of Science and Health; and the College of Business Administration. No faculty action concerning such curriculums shall be taken without preliminary study and recommendation by the committee. All proposals for new programs shall be subject to senate approval.
- C. Graduate: The Graduate Committee shall determine the graduate curriculum and no faculty action concerning such curriculums shall be taken without preliminary study and recommendations by the committee. All proposals for new programs shall be subject to senate approval.

IV. Responsibilities of Departments, Department Members and Department Chairpersons

Faculty are organized on the basis of their disciplines into departments. The faculty carry out the responsibilities of the department through their creative and other contributions in the areas of teaching, scholarship and service.

- A. The primary function of a department is to teach in its discipline(s). The key teaching responsibilities of the department and its members include:
 1. Maintaining a faculty collectively expert in the breadth and depth of their discipline(s).
 2. Keeping abreast of the subject matter of their discipline(s) and incorporating this matter into courses.
 3. Continually assessing courses and curriculum to recommend and implement suitable revisions including consideration of interdisciplinary offerings.
 4. Keeping current on and developing new ways of teaching and learning in the discipline(s), including the use of appropriate technology. Departments will determine how courses offered through the department are to be delivered (e.g. face-to-face, hybrid, online).
 5. Reviewing, developing and expanding library holdings to ensure coverage of the discipline.
 6. Continually relating the substance of the discipline(s) to the needs and interests of the general student, the potential specialist, and the community.
 7. Assessing the effectiveness of departmental instruction.

- B. The department is responsible for promoting scholarship and creative activities. Scholarship responsibilities of the department and its members include:
 - 1. Making contributions of scholarly and other creative activities in the discipline(s).
 - 2. Providing the opportunity for and supervising the scholarly activities of undergraduate and graduate students.
- C. The department is responsible for promoting the continued professional growth and development of its members by encouraging their participation in sabbatical leaves, developmental leaves, conferences, professional workshops and other similar programs.
- D. The department is responsible for utilizing the expertise and interest of its members to provide professional service. Service responsibilities of the department and its members include:
 - 1. Contributing to the university through participation in faculty governance or other university service.
 - 2. Actively participating in the functions of the department.
 - 3. Contributing to and participating in professional organizations.
 - 4. Utilizing their professional expertise and interest through participation in community and other organizations.
- E. The department is responsible for advising students and providing students opportunities to develop and grow outside the environs of the classroom. The department and its members are responsible for:
 - 1. Providing advising on academic program requirements and presenting the array of available career opportunities.
 - 2. Affording the student the opportunity to learn outside the classroom through internships, cooperative agreements and other mechanisms (such as visiting scholars programs).
 - 3. Encouraging and advising organizations for majors and other students interested in the discipline.
- F. The department is responsible for providing an internal governance structure in which the functions of the department can take place. The department and its members are responsible for:
 - 1. Establishing department bylaws that define the rights, responsibilities and privileges of the Ranked Faculty, Instructional Academic Staff or Academic Librarians, and the chairperson in accordance with UW System and UWL policies.

2. Selecting the department chairperson (according to UW-L guidelines). The department delegates authority to the chairperson consistent with section H. of this policy and consults with the chairperson on department matters.
 3. Working with its chairperson, through regular department meetings and committee assignments, to formulate and carry out policy.
- G. The department is responsible for making personnel decisions.
1. The department shall establish bylaws that govern personnel decisions made about Ranked Faculty, Instructional Academic Staff or Academic Librarians.
 2. These bylaws shall specify requirements and procedures for retention, tenure, promotion, tenured faculty review and development, and the distribution of funds allocated to the department for salary adjustments or summer salaries. These bylaws shall comply with UW System and UWL Faculty Personnel Rules.
 3. The department shall make these bylaws available to its members. Notification of any changes in bylaws must be provided to all members within fourteen days.
- H. The Chairperson is generally responsible for ensuring that the policies and procedures of the department are carried out in accordance with the departmental bylaws and that the department and its members are fulfilling the responsibilities described in A. through G. above. The Chairperson shall assume a prominent role in creating a professional environment conducive to high morale and productivity in the department. Specific department functions supervised or performed by the chairperson include:
1. Registration and scheduling
 - a. Developing semester and summer session class schedules in consultation with the faculty.
 - b. Monitoring registration and assessing the need to add or cancel classes.
 2. Curriculum
 - a. Implementing the authorized curriculum; initiating discussion of curricular issues; developing proposals for new or revised courses, special projects, grant proposals, curriculum changes; arranging for textbook selection; and participating in the presentation of departmental proposals before the appropriate committees.
 - b. Receiving and responding to concerns about curriculum and acting on substitution and waiver requests brought by students and others.

3. Budget, Textbooks, Equipment and Facilities
 - a. Preparing the annual departmental budget for travel, services, supplies and equipment; ordering all budgeted items; and managing expenditures in accordance with the budget plan.
 - b. Making recommendations for textbook and library budgets and other budgets as requested.
 - c. Reporting textbook choices to the Textbook Rental Service in timely fashion.
 - d. Making assignments of offices, classrooms, and other work areas; obtaining other facilities when needed; and requesting maintenance for repairs for equipment, offices, classrooms, and other work areas.
4. Meetings and Committees
 - a. Establishing a schedule of department meetings and presiding at same.
 - b. Ensuring that departmental committees are meeting to fulfill their responsibilities.
 - c. Attending meetings of appropriate departmental, college, and university committees.
 - d. Designating or recommending department members to serve on committees as requested.
 - e. Arranging for representation and participation of the department at professional meetings and placement centers as appropriate.
 - f. Serving on committees as required.
5. Personnel
 - a. Conveying to the appropriate administrative officer the personnel needs of the department for faculty and academic staff, graduate assistants, classified staff and student help.
 - b. Monitoring all departmental search and screen activities for compliance with UWL Affirmative Action hiring procedures.
 - c. Describing and publicizing faculty and academic staff vacancies and corresponding with applicants and placement agencies; scheduling and participating in interviews; making recommendations to the appropriate administrative officer regarding hiring; and providing orientation for new members regarding departmental policies and procedures, departmental expectations for faculty and academic staff, and faculty and academic staff responsibilities.

- d. Arranging for the required evaluations of faculty and academic staff; scheduling student evaluation of department members; monitoring department personnel committees with regard to conformance with UW System, UWL and department procedures; and informing individual members of any recommendations regarding them.
 - e. Describing and publicizing graduate assistantship positions; making recommendations to the appropriate administrative officer regarding hiring of graduate assistants; providing orientation and assignment for graduate assistants; and participating in the evaluation of graduate assistants.
 - f. Arranging for the selection, hiring, training, overseeing, and evaluation of classified staff and student help.
 - g. Recommending summer school appointments to the appropriate administrative officer within university, college and departmental guidelines.
 - h. Ensuring the continuation of classes during prolonged faculty absences.
6. Students
- a. Receiving and responding to student questions, concerns, and complaints regarding courses, curriculum requirements, faculty and grades.
 - b. Coordinating advising activities for the department.
7. Teaching
- a. Teaching a reduced load in the department in accordance with bylaw VIII.B.
8. Other Responsibilities
- a. Responding to inquiries from the university, the UW System, and external accrediting agencies regarding department programs.
 - b. Conferring, as needed, with other chairpersons in the university and with other departments of the same discipline in the system and area.
 - c. Corresponding with prospective students, teachers, and the general public on their inquiries.

V. **The Selection of Department Chairpersons** (revised February 2017)

A. Eligibility Requirements for Voting

1. All members of a department holding at least half time appointment are eligible to vote provided they have the status of:
 - a. Ranked Faculty designated as holding appointments or tenure in a department in official personnel records maintained by the provost/vice chancellor;
 - b. Instructional Academic Staff or Academic Librarians holding appointments in a department who have been granted eligibility by action of the Ranked Faculty of the department per the department bylaws;
 - c. Ranked Faculty, Instructional Academic Staff, or Academic Librarians described in a. or b. whose leave of absence from the university or assignment to duties outside the department will terminate within the three-year term of the chairperson to be elected;
 - d. Only those Ranked Faculty, Instructional Academic Staff, or Academic Librarians who are not in positions of administrative authority over the department chairpersons with titles of dean, associate dean, assistant chancellor, assistant vice chancellor, provost/vice chancellor, or chancellor;
 - e. Faculty or Instructional Academic Staff who have been extended voting privileges by a majority of the other eligible voters of the department on grounds that their university appointment is functionally part of the department's activities. Appointed chairpersons from outside the department may be extended voting privileges by department majority vote.

B. Eligibility Requirements for Serving as Chairperson

1. All members of a department shall be eligible to serve as department chairperson provided they are:
 - a. Tenured and at the rank of assistant professor or above;
 - b. On staff of this university at least three full semesters;
 - c. Not on terminal contract or temporary appointment.
2. An incumbent chancellor-appointed chairperson who is extended department privileges by a majority of the eligible voters of the department may also serve as chairperson.

C. Term of Office

1. A term of office shall be three years, subject to removal for cause. The term shall start on July 1 of the year elected.

D. Method of Selection

1. Departments with fewer than five eligible voting members shall have the chairperson appointed by the chancellor after consulting with the provost, dean, and the department membership.
2. Departments with five or more eligible voting members shall elect the chairperson under the following procedures:
 - a. Elections shall occur during the spring semester providing sufficient time that the dean recommendation be made to the provost no later than March 1.
 - b. A candidate for chairperson is defined as any individual who is eligible and willing to serve as chairperson.
 - c. To determine willingness to serve, the dean shall send a survey to all eligible individuals asking if they are interested in serving at this time. If no eligible individuals are willing to serve as chairperson, the department is immediately notified and a second survey is sent. If there are still no eligible individuals willing to serve as chairperson, the chancellor will appoint a chairperson after consulting with the provost, dean, and department.
 - d. Based on the survey responses, the Dean's Office will prepare an election ballot containing the names of all candidates and provide this ballot to all eligible voters.
 - e. All members of the department are free to exchange viewpoints regarding the election and any individual's candidacy in a manner that is not disruptive to operations of the department. Departments may also arrange formal or informal fora for this purpose.
 - f. Each eligible voter shall vote for one person and return the ballot to the dean.
 - g. If no candidate has received the majority of votes, a runoff election shall occur. Runoff elections will continue until a chairperson is selected.
 - h. The dean shall tabulate the results of the election and submit the name of the candidate receiving the majority of votes as the chairperson-elect to the provost/vice chancellor for approval, who, in turn, shall submit it to the chancellor for approval. If approval is not given, the dean shall conduct another election under the provisions of this policy.
 - i. Upon request, the dean will provide voting results reported as totals. Individual votes are kept confidential. However, election results are subject to open records law.

3. A department may elect to have its chairperson determined by the chancellor's appointment under the following procedures:
 - a. Prior to December 1, a petition signed by no fewer than 25 percent of the members of a department may be addressed to the dean requesting a department meeting be held to consider the issue of selecting a chairperson by chancellor's appointment.
 - b. At least one week in advance, the dean shall announce in writing to all eligible voters the time, place, and purpose of the meeting at which the dean will preside and the issue will be discussed.
 - c. Within one week of that meeting, the dean shall send ballots to each eligible voter to determine if the chairperson is to be selected by election or appointment by the chancellor.
 - d. The dean shall tabulate the votes and communicate the results to the department and the provost.
 - e. If the department majority votes for selecting a chair by chancellor's appointment, the chancellor shall appoint a chairperson for the term of office after consulting with the provost, dean, and the department.
 - f. Unless another petition is received by the dean by the end of the three-year term and the department votes again to request the chancellor appoint a chairperson, the department shall return to the elective system.
 - g. The names of all chairpersons-elect shall be announced by the chancellor.
- E. Removal of a Chairperson from Office
 1. Dissatisfaction among department members may result in the replacement of the chairperson by the following procedures:
 - a. Proceedings to remove a chairperson may be instituted only once during a term of office and not before the end of the third semester of the term.
 - b. A petition signed by no fewer than 50 percent of the members of a department (including ineligible voters) shall be addressed to the dean requesting a department meeting at which the question of removal of the chairperson will be considered.
 - c. At least one week in advance, the dean shall announce in writing to all members of the department the time, place, and purpose of the meeting at which the dean will preside and the question will be considered.

- d. Within one week of that meeting, the dean shall send ballots to each department member eligible to vote to determine if the chairperson shall be removed or retained.
 - e. The dean shall tabulate the votes and communicate the results to the provost and to the department.
 - f. Removal of the chairperson must be approved by two-thirds supermajority of eligible voters.
 - g. If the vote is for removal of the chairperson, a new chairperson shall be selected in accordance with one of the methods outlined in this policy.
 - h. The chairperson may resign without prejudice at any point during the removal proceedings.
2. A chairperson's inability to complete a term may result in his/her replacement by the following procedure:
 - a. The department shall hold an election or request the chancellor to appoint a chairperson for the remainder of the term in accordance with the provision of this policy.
 3. A temporary leave taken by the chairperson may result in an interim appointment being made according to the length of leave; by the following procedures:
 - a. For one semester or for a summer, the dean in consultation with the incumbent chairperson, shall recommend a temporary replacement to the provost/vice chancellor and the chancellor for the period of the leave.
 - b. For a leave extending for more than one semester, the department shall hold an election or request that the chancellor appoint a chairperson in accordance with the provisions of this policy. In this event, the time constraints affecting the selection process will not be applicable and the replacement will serve for the remainder of the chairperson's term of office.

VI. Remuneration of Department Chairpersons

A. Salary adjustment for chairpersons

1. There will be a fixed chairperson's stipend paid to each department chairperson in the form of additional lump sum compensation during the academic year. The amount of the fixed stipend shall be reviewed periodically by the Promotion, Tenure and Salary Committee.
2. Chairpersons shall be evaluated annually by their departments in accordance with current university policy applicable to faculty evaluation and merit pay.

B. Reduction of Load

1. Department chairpersons are to be assigned a reduced load depending on department size:
 - a. A reduction of one-quarter time for a chairperson of a department with fewer than 10 full-time faculty positions.
 - b. A reduction of one-half time for a chairperson of a department with 10 or more full-time faculty positions.
2. Exceptions to the preceding guidelines are permitted when justified by the volume of departmental business or by other university responsibilities held by the chairperson. Such exceptions shall be arranged in consultation with the chairperson's dean.

VII. **Ranked Faculty, Instructional Academic Staff or Academic Librarians who have retired** from the University of Wisconsin System and who return to university employment at less than full time shall not be eligible to serve as members of the Faculty Senate or its standing committees.

VIII. **UW-La Crosse Ranked Faculty Workload Policy** (Adopted by Faculty Senate 12-2-93)

Hereafter in Policy VIII., reference to "faculty" does not include Instructional Academic Staff or Academic Librarians.

- A. Determination of individual, departmental, college and university workload and accountability for that determination:
 1. Individual workload is determined by the department. Accountability for that determination shall rest with the department.
 2. Departmental workload is determined by the department and the academic dean. Accountability for that determination shall rest with the academic dean.
 3. College workload is determined by the college dean and the provost/vice chancellor. Accountability for that determination shall rest with the provost/vice chancellor, subject to review by the chancellor.
 4. Institutional workload is determined by the provost/vice chancellor and the chancellor. Accountability for that determination shall rest with the provost/vice chancellor and the chancellor, subject to review by the Office of the Vice President for Academic Affairs of the UW System.

B. The expected "normal" workload for full-time faculty:

By statute, faculty workload has three components: teaching, scholarly activity, and service. To fulfill the responsibilities of individual units and the mission of this institution, variations will occur in the composition of individual, departmental and

college workloads. Composition of workload varies among individual faculty members and departments, depending upon the number of students in classes, number and nature of course preparations required, the nature of instructional patterns (e.g. lecture, discussion, laboratory, clinical and/or field activity), the nature of the students (lower division, upper division, or graduate) and the extent of other necessary responsibilities in formal administrative duties, scholarly activities, and/or service activities.

Routine scholarly activity is expected of individual faculty members within their departments and colleges and is regarded as a normal component of faculty responsibility. Routine service activity, such as committee assignments, academic advisement, or assistance with student activities and organizations, public service, community service and professional service, is also expected and regarded as a normal component of faculty responsibility.

Full-time faculty members engaged in undergraduate instruction, without special class or extra-class responsibilities, typically teach no more than 12 contact hours of group instruction per week. Full-time faculty members engaged in graduate instruction, without special class or extra-class responsibilities, typically teach no more than 9 contact hours of group instruction per week.

Departmental, college and institutional instructional workload is measured by six factors [see B.1.a. below] approved by the Faculty Senate and used by the UW System. Instructional workload is a primary consideration in the allocation of university resources.

1. Teaching:

- a. Measurement: In sections 1) through 6) below, the total number of FTE instructional faculty per unit is defined by UW System allocation of positions coded 02 Instruction.
 - i. Average number of weekly contact hours per FTE faculty, defined as the total unit contact hours taught per week divided by the total instructional FTE faculty in the unit.
 - ii. Weighted student contact hours per FTE faculty, defined as the total unit contact hours taught per week multiplied by the number of students enrolled in each contact hour, divided by the total number of instructional FTE faculty in the unit.
 - iii. Average number of course credits per FTE faculty, defined as the total number of unit course credits taught per week, divided by the total number of instructional FTE faculty in the unit.
 - iv. Weighted student course credits per FTE faculty, defined as unit course credits taught per week multiplied times the number of students enrolled in

each course, divided by the total number of instructional FTE faculty in the unit.

- v. Average number of group course classes per FTE faculty, defined as the total number of unit course classes taught, divided by the total number of instructional FTE in the unit.
 - vi. Ratio of FTE students to FTE faculty, defined as the total number of FTE students enrolled in the unit in a given semester divided by the total number of instructional FTE faculty in the unit in a given semester.
- b. Expectations: Faculty workload expectations in the area of teaching vary by college, department, and individual faculty member. Expectations are determined by the department in consultation and agreement with the college dean. The dean must justify departmental teaching workload expectations to the Provost/Vice Chancellor.
 - c. Methods of monitoring: Instructional workload will be monitored each academic term and the results will be considered in the budget process. The data used will be the data that depicts instructional commitments for the term in question as of the tenth day of instruction for the term. Values for each of the specified indicators will be calculated for each academic department and aggregated for review by the deans, the Provost/Vice Chancellor, the Chancellor, and distributed to the Faculty Senate. Significant levels of variation to the university-wide average, at the college level, for each of the quantitative measures, will be accounted for by the dean of each college.
2. Scholarly activity:
- a. Expectations: Faculty workload expectations in the area of scholarly activity vary by college, department, and individual faculty member. Expectations are determined by the department in consultation and agreement with the college dean. The dean must justify departmental scholarly activity workload expectations to the Provost/Vice Chancellor.
 - b. Methods of monitoring: Monitoring scholarly activity is done at the department level as part of the annual personnel review process. Also, an annual summary of departmental scholarly activity is submitted by the department for review by the college dean.
3. Service:
- a. Expectations: Faculty workload expectations in the area of service activity vary by college, department, and individual faculty member. Expectations are determined by the department in consultation and agreement with the college

dean. The dean must justify departmental service activity workload expectations to the Provost/Vice Chancellor.

- b. Methods of monitoring: Monitoring service activity is done at the department level as part of the annual personnel review process. Also, an annual summary of departmental service activity is submitted by the department for review by the college dean.

C. Variance to the "normal" teaching load:

1. Factors that justify variance: The unique roles of the colleges in fulfilling the mission of the university will necessitate, at times and in certain situations, variances in the typical instructional workload among faculty members, disciplines and colleges. The workload policy must provide flexibility for departments, programs and colleges to address vital staffing needs of necessary non-credit generating university programs, activities and projects. These endeavors enhance the credibility of the university by complementing credit-generating academic programs and delivering opportunities for enrichment to all members of the university community.
2. Those authorized to approve such variations: Requests for variance in the up-coming fiscal year will begin with the department/program. Initial approval must be obtained from the dean or director. The dean will incorporate a report on all approved variances into the college request for resources in the budget planning process for the up-coming fiscal year.
3. Documentation/monitoring of variances approved: At the conclusion of the budget process, the Provost/Vice Chancellor will share a summary of approved variances to instructional workload within each of the colleges with the Budget Committee. This summary will be forwarded to the Faculty Senate by the Chair of the Budget Committee as part of the chair's report to the Faculty Senate on the proposed budget.

D. Reporting Faculty Workload Measures:

In addition to the six factors for instructional workload, UW-La Crosse will report to UW System Administration any other measures relating to instructional workload required by other Board of Regents policies.

IX. **Electronic Media Policy for Faculty Academic Artifacts** (adopted by Faculty Senate 9-29-2011)

This policy is intended to clarify, but be consistent with UWS Policy G27 - "Copyrightable Instructions Materials Ownership, Use and Control", revised Nov. 24, 1997.

For the purposes of this policy *academic electronic media* are defined to be those academic artifacts created for or by faculty as part of their instructional responsibilities at UWL. Examples of such artifacts are electronically stored textual documents, lecture slides, video recordings, audio recordings, online course materials, lecture captures, podcasts, and vodcasts.

A. Ownership

The faculty who create or whose voice and/or image are recorded as part of such academic electronic media shall normally retain ownership of the content of the recording. Exceptions to faculty ownership occur only with written consent of all faculty who created or whose voice and/or image are present in those media.

B. Recording Rights

No academic electronic media that contains the voice or image of faculty or anything explicitly created by faculty shall be captured, stored or shared without the explicit written consent of all faculty who created or whose voice or image are present in those media.

X. **Instructional Academic Staff Workload Policy** (adopted by Faculty Senate 10-27-2011)

(Appendix B of Report and Recommendations of the Instructional Academic Staff Committee, March 25, 2007)

A. Determination of individual, departmental, college and university workload and accountability for that determination:

1. Individual workload is a collaborative decision determined by the department/department chair/program director. Accountability for that determination shall rest with the department.
2. Departmental workload is determined by the department and the academic dean. Accountability for that determination shall rest with the academic dean(s).
3. College workload is determined by the college dean and the provost/vice chancellor. Accountability for that determination shall rest with the provost/vice chancellor, subject to review by the chancellor.
4. Institutional workload is determined by the provost/vice chancellor and the chancellor. Accountability for that determination shall rest with the provost/vice chancellor and the chancellor, subject to review by the Office of the Vice President for Academic Affairs of the UW System.

B. The expected “normal” workload for instructional academic staff:

For instructional academic staff, **Total Workload** is defined as a standard minimum teaching load plus additional workload equivalency activities.

Full-time instructional academic staff engaged in undergraduate instruction typically have a *teaching load* of 12 contact hours of group instruction per week. Full-time instructional academic staff engaged in graduate instruction typically have a *teaching load* of 9 contact hours of group instruction per week. The *total workload* for a full-time equivalency shall not exceed 15/16* contact hours (e.g., 12 contact hour *teaching load* plus up to 3 contact hours *additional workload equivalency*). A *total workload* that exceeds the 15/16* contact hour maximum will constitute an overload for payroll purposes. (*A *total workload* of 16 contact hours may be used in departments with even-numbered contact hour courses.)

Half-time instructional academic staff engaged in undergraduate instruction typically have a *teaching load* of 6 contact hours of group instruction per week. The *total workload* for a half-time equivalency shall not exceed 8 contact hours (e.g., 6 contact hour *teaching load* plus up to 2 contact hours *additional workload equivalency*).

To fulfill the responsibilities of individual units and the mission of this institution, variations will occur in the composition of individual, departmental and college workloads. Composition of workload varies among individual IAS members and departments, depending upon the number of students in classes, number and nature of course preparations required, the nature of instructional patterns (e.g. lecture, discussion, laboratory, clinical and/or field activity), the nature of the students (lower division, upper division, or graduate), the extent of other assigned responsibilities in non-instructional duties (e.g. program direction, lab preparation and/or coordination), scholarly activities, and/or service activities (such as committee assignments, academic advisement, or assistance with student activities and organizations, public service, community service and professional service). Routine scholarly activity and/or service activity is required of some individual IAS members within their departments and colleges and is regarded as a normal component of IAS responsibility. In other departments and colleges, scholarly activity and/or service activity is not expected of individual IAS members, but is supported and encouraged for advancement of the individual and the institution.

1. Teaching Load:

- a. **Measurement: IAS teaching load** is defined as contact hours spent in classroom instruction.
- b. **Expectations:** IAS workload expectations in the area of teaching vary by college, department, and individual IAS member. Expectations are determined by the department in consultation and agreement with the college dean. The dean must justify department teaching workload expectations to the Provost/Vice Chancellor.

2. Additional Workload Equivalency:

- a. **Measurement:** Composition of additional workload equivalency varies among individual IAS members and departments. It may include, but is not limited to, considerations dependent upon class size and course writing content, number and nature of course preparations required, the nature of instructional patterns (e.g., lecture, discussion, laboratory, distance learning, clinical and/or field activity), the nature of the students (lower division, upper division, or graduate), supervisory duties (e.g., student teachers, teaching assistants, undergraduate research, independent study, thesis supervision), the extent of other assigned responsibilities in non-instructional duties (e.g., program director, lab preparation and/or coordination), scholarly activities (professional development), service activities (e.g., committee assignments, academic advisement, or assistance with student activities and organizations, public service, community service and professional service) and/or additional contact hours of classroom teaching.
- b. **Expectations:** IAS workload expectations in the area of additional workload equivalency vary by college, department, and individual IAS member. Expectations are determined by the department in consultation and agreement with the college dean. The dean must justify departmental scholarly activity workload expectations to the Provost/Vice Chancellor.

XI. **Post Retirement Appointments Policy** (adopted by Faculty Senate 10-27-2011)

The University recognizes that retired faculty members continue to be a valuable resource in support of its mission and goals. Such faculty who are interested in serving the university and its students MAY BE afforded opportunities to serve as part-time instructors under the following guidelines:

- A. such ad hoc appointments will be academic staff appointments, at no more than .50 F.T.E.
- B. appointments may be made for up to three years, and may be renewable.
- C. salary will be set no higher than 40% of the final academic year salary for the equivalent of a .50 F.T.E. appointment.
- D. such appointments will be made only upon the recommendation of the department and the dean, and the approval of the Chancellor.
- E. any extensions of existing contracts with retired staff members should be negotiated pursuant to these guidelines.

XII. **Teacher Education Programs/School of Education Faculty** (effective Fall 2012)

Teacher Education Programs are degree programs that address the requirements of the four DPI certification ranges (e.g. programs in Department of Educational Studies, Physical Education, Health Education, and Secondary Teacher Education Program), and pupil services (e.g. School Psychology). *Teacher Education Majors/Minors* that consist of coursework required in regular majors/minors are not necessarily themselves Teacher Education Programs.

The *School of Education Faculty* consists of those faculty, in the various academic departments of the university, whose teaching assignment routinely involves instruction in pedagogical coursework (e.g. teaching and learning courses or methods courses).

The School of Education Dean will report to the Provost. The Dean will be determined by a search & screen process as described in the policy on administrative searches.

- A. Responsibilities of School of Education Faculty: School of Education Faculty are responsible for ensuring that course activities clearly connect to appropriate learning objectives and expectations for teacher education related outcomes (i.e. Wisconsin Teacher Standards, Wisconsin Pupil Services Standards, Specific Content Standards, UWL SoE Conceptual Framework). Scholarship should be expected to include scholarly and/or creative work that is related to teacher preparation or pupil services within the framework of the faculty member's content specialization. Service and professional development should be expected to include involvement in School of Education activities including DPI accreditation activities.
- B. Responsibilities of Departments with School of Education Faculty: Departments with School of Education Faculty are responsible for ensuring that department procedures for retention, merit and promotion appropriately account for the kinds of teaching, scholarship and service activities engaged in by School of Education Faculty.
- C. Hiring of School of Education Faculty: The Dean of the School of Education shall consult with departmental search & screen committees hiring School of Education Faculty by providing input on position description language that describes the responsibility for delivering and maintaining DPI approved programs. The Dean will meet with search finalists and provide input to the search & screen committee prior to a recommendation to hire.
- D. Retention and Promotion of School of Education Faculty: The Dean of the School of Education shall provide input to departmental retention/promotion committees. The input will be in the form of an evaluative document directed to the department/committee. The document will address teaching, scholarship, service and professional development as they pertain to DPI standards, content standards and expectations for teacher education. Seven days prior to the retention meeting the chair

of the department or the committee chair will provide the candidates materials to the School of Education Dean.

- E. School of Education Curricular Review Responsibilities: The School of Education will be responsible for the review of new or revised Teacher Education Programs. On a positive recommendation, review will continue through appropriate channels to Faculty Senate committees such as Academic Planning, Undergraduate Curriculum and Graduate Curriculum as appropriate. Curricular review for coursework contained in specific Teacher Education Majors/Minors, and analogous curriculum at the graduate level, will proceed through the usual Faculty Senate committees but may require consultation with the School of Education. This consultation will be the same as the inter-department consultation already required when curricular changes affect more than the proposing department. Depending on the nature of the curricular change the consultation may be resolved by the Dean of the School of Education or by an expanded review within the School of Education.

XIII. **Policy on Academic Centers, Institutes and Laboratories** (adopted by Faculty Senate 4-18-2013)

Centers, Institutes and Laboratories are academic units that create and/or disseminate information but do not offer coursework for academic credit. Their purpose is to provide focus and organizational structure for study and scholarship within a defined area of interest. These units may contribute to curriculum and degree programs housed within academic departments but do not serve as the home for academic programs or coursework. Faculty associated with such units must be members of academic departments through which they acquire tenure and promotion. Institutes and Centers are similar, although Centers more frequently represent multidisciplinary or interdisciplinary activities. Laboratories are generally smaller and focused on specific research programs within a discipline.

With the concurrence of the Chancellor, the Faculty Senate may approve proposals for such units. A proposal should describe the activities of the unit, the organizational structure and oversight, resources to be devoted to the unit and letters of support from academic departments as appropriate.

XIV. **Salary Equity Adjustment Policy** (adopted by Faculty Senate 4-18-2013)

- A. Department bylaws will include policy for the consideration of individual salary equity issues within the department and for forwarding requests for salary equity adjustments to their Dean. Consideration of individual equity requests will depend upon the availability of funding. Equity requests will be based upon instances of inversion (substantially dissimilar salaries for individuals with substantially similar qualifications and records), compression (reduction in the spread of salaries within and between ranks over time, often the result of hiring salaries increasing faster than pay plan

increases) and retention (individuals who are offered higher salaries for comparable positions at other institutions).

- B. Requests for equity adjustments may be initiated by individuals or as a result of departmental review. If a department does not support an individual request the individual may appeal directly to their Dean.
- C. Departments will be provided with salary data for their units which allows them to make comparisons and judgements about equity adjustments.
- D. The Provost will prepare an annual report summarizing equity salary adjustments and distribute the report to the College Deans and the Faculty Senate Chair.

XV. **Faculty Qualifications Policy** (adopted by Faculty Senate 11-12-15)

Higher Learning Commission assumed practices for accredited institutions state:

Qualified faculty members are identified primarily by credentials, but other factors, including but not limited to equivalent experience, may be considered by the institution in determining whether a faculty member is qualified. Instructors (excluding for this requirement teaching assistants enrolled in a graduate program and supervised by faculty) possess an academic degree relevant to what they are teaching and at least one level above what they teach, except in programs for terminal degrees or when equivalent experience is established. In terminal degree programs, faculty members possess the same level of degree. When faculty members are employed based on equivalent experience, the institution defines a minimum threshold of experience and an evaluation process that is used in the appointment process. (Assumed Practice B. Teaching and Learning: Quality, Resources, and Support)

I. FACULTY QUALIFICATIONS

In recruiting, hiring and retaining faculty (instructional academic staff and ranked faculty), academic preparation must be considered and professional experience may be considered. Faculty who teach in programs leading to teacher licensure in Wisconsin must be qualified in accordance with any and all laws applicable to teacher licensure in the State of Wisconsin.

A. ACADEMICS

- 1. Instructional academic staff (IAS) must have a master's degree or an appropriate *advanced degree* in an applicable field (e.g., JD, EdS) as determined by the discipline/department. In applied fields, an IAS member may possess a post-baccalaureate certification or licensure in addition to, or in place of, an advanced degree (e.g., accountancy, occupational therapy).
- 2. Ranked faculty must have an appropriate advanced *terminal* degree in the field as determined by the discipline/department. Newly hired faculty may be

advancing toward the terminal degree with an expectation for timely degree in hand outlined in a memo of understanding at the time of hire.

3. Exceptions to "1" or "2" must be approved by the appropriate Dean and Provost.

B. PRACTITIONERS

In addition to appropriate academic qualifications, departments and hiring authorities may consider practitioner activities or professional experience that supports currency and relevance in their fields of teaching.

C. EXCEPTIONS/ADDITIONS

As indicated above, exceptions to A1 or A2 must be approved by the appropriate Dean and Provost. Programs with more elaborate hiring qualifications, especially in terms of practitioner experience, should have the criteria publicly accessible (e.g., bylaws posted on the web) and indicated in postings for positions.

II. CROSS LISTED COURSES - Faculty Qualifications

Instructors for courses that are listed across 2 or more programs/departments or units should follow one of two processes.

1. If a single or multiple faculty members who teach the course are from the same department, the department must merely notify any other departments who cross-list the course of the staffing.
2. If the course is team-taught by faculty from more than one department, the home departments of each instructor must approve the arrangement. Changes in content or structure of a cross-listed course would proceed through traditional curricular processes at the university requiring approval from affected units.

III. DUAL CREDIT - Instructor Qualifications

Dual credit courses offered through UWL adhere to [**UW System General Administrative Policy G36: College Credit in High Schools.**](#)

To be eligible to teach UW-La Crosse dual credit courses, high school teachers must have a Master's degree in the discipline or equivalent discipline related coursework, or a Master of Education and equivalent coursework in the discipline to be taught. All "equivalent coursework" must be demonstrated by transcripts reviewed by UWL faculty or academic program director in partnership with the department chair. High school teacher candidates who meet these eligibility requirements participate in either a 1:1 interview with the UWL dual credit faculty instructor or a group interview which may include school district, UWL academic department, and/or CEE representatives. Final selection of high school dual credit instructors is made by the academic department.

XVI. **Academic Freedom Statement** (adopted by Faculty Senate 1-28-16)

Academic freedom is fundamental to the mission common to higher education of fostering inquiry and increasing the sum of human knowledge and understanding. Academic freedom is the freedom to discuss and present scholarly opinions and conclusions regarding all relevant matters in the classroom, to explore all avenues of scholarship, research, and creative expression, and to reach conclusions according to one's scholarly discernment. It also includes the right to speak or write - as a private citizen or within the context of one's activities as an employee of the university - without institutional discipline or restraint on matters of public concern as well as on matters related to professional duties, the functioning of the university, and university positions and policies.

Academic responsibility implies the faithful performance of professional duties and obligations, the recognition of the demands of the scholarly enterprise, and the candor to make it clear that when one is speaking on matters of public interest or concern, one is speaking on behalf of oneself, not the institution.