

**THE UNIVERSITY OF KANSAS**  
**DEPARTMENT OF AFRICAN & AFRICAN-AMERICAN STUDIES**

**BY-LAWS**

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# THE UNIVERSITY OF KANSAS

## DEPARTMENT OF AFRICAN & AFRICAN-AMERICAN STUDIES

### By-Laws

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#### 1. Introduction

These are the by-laws of the Department of African and African-American Studies at the University of Kansas. When there is a conflict in these by-laws with the by-laws of the College and the rules and regulations of the University, those of the College and the University take precedent. The main purpose of these by-laws is to guide all members in the operation of our Department and to provide for the welfare of the Department. A healthy department, according to the American Council on Education quoted and paraphrased at length here, is “one whose faculty and staff are motivated, productive, appreciated, secure in their jobs, work well together as a group, and able to reach consensus on issues concerning the governance and welfare of the department.” Conflict is minimal in a healthy department and goals do not typically divide people and cause them to be uncertain about what they are supposed to be doing. A healthy department does not need a great deal of direction and hierarchical control. Department members know what they are supposed to do, and they do it with a minimum of supervision. A healthy department pursues realistic opportunities, conserving its energies and resources by concentrating on things it knows it can achieve. Faculty members strive to maintain and capitalize on the reputation they have earned for themselves and for the department. A healthy department respects the democratic culture of the academic world. Departmental governance is fair, open, equitable, and humane. Faculty and staff develop a sense of involvement and commitment to the department, and policies are developed in a thoughtful, participatory, and cooperative way. Members feel they have sufficient opportunity to take initiatives and to air their opinions. Factions and political maneuvering are minimized by the open sharing of information and by an ethic of collaborative decision-making. When conflicts and disputes arise in a healthy department (and they inevitably arise in all human enterprises), they are handled with fairness, patience, objectivity, and a regard for individual rights. A healthy department will administer reasonable sanctions for undesirable behavior when necessary, but sanctions are used only when alternatives have been exhausted and after appropriate due process has been afforded. Everyone accepts a certain measure of discipline and harnessing to the collective tasks of the unit. In a healthy department, faculty and staff sense and respect a reasonable balance between their personal ambitions and the more general needs of the unit. Administration in a healthy department is neither heavy-handed, nor so low-key as to be invisible (see Allan Tucker, *Chairing the Academic Department*). The by-laws will guide us in the governance of the Department of African and African-American Studies and in knowing some of our individual and group responsibilities as we focus on the mission of our Department.

## 2. Our Mission

The Department of African and African-American Studies seeks to educate students to function in our multicultural environment and in the global community. In pursuing this goal, our Department contributes in vital ways to the University of Kansas' general education requirements, providing undergraduate and graduate students throughout the College as well as in other schools with courses through which they can deepen their knowledge and enrich their understanding of the history, culture and experience of African people in Africa as well as the peoples of African descent in the Americas. Thus the Department has two main components—African Studies and African-American Studies. Our undergraduate major and minor, as well as the master's and the Graduate Certificate recognize the centrality of Africans to the initial establishment of these United States and the continuing significance of their descendants to the nation's social, cultural, political, economic and spiritual growth and vigor. These realities our Department teaches as integral to the American experience. Our major (BA, BGS), minor, MA and Graduate Certificate also seek to impart a sound knowledge of Africa and its Diaspora in the Americas as a necessary, specialized preparation for effective leadership and service both domestically and internationally.

The Department fulfills the three essential requirements of an academic unit at KU: teaching, research and service. Our faculty conduct research that not only enhances our teaching of Africana but also establishes KU's leadership in Africana studies locally, nationally and internationally. Ours is the only department of its kind at a public or private university in Kansas and among the Big XII institutions. We provide general service and a specialized interdisciplinary blending of research and teaching that are critically germane to understanding the universality of human intellection, emotion, and development from a pan-Africanist perspective. Though our Department is situated within the humanities in the College, our academic wings are large enough to span a multitude of fields in the humanities, the social sciences and some professional schools. Our allied Centers (the Kansas African Studies Center and the Langston Hughes African-American Center) and the Institute of Haitian Studies help strengthen our centrality to KU's mission.

### **A. Definitions**

- A. i. Members of the Department (sometimes referred to as faculty members) are understood in the context of this document to be visiting, non-tenurable, tenure-track and tenured faculty budgeted to the Department for a period of not less than one semester and holding at least a part-time appointment in the Department.
- A. ii. A departmental meeting is duly convened when called in accordance with the provisions set forth under 'Meetings' in Section C below.
- A. iii. The voting department shall consist of all tenure-track and tenured faculty holding at least a part-time appointment in the Department.
- A. iv. Courtesy professors are faculty members of other departments appointed by the university upon the recommendation of the Department to be formally associated with the Department in recognition of their expertise and their willingness to participate in the work of the Department. Courtesy professors may also be non-faculty and non-university persons appointed on the same terms. Courtesy professors may enjoy such privileges as the voting department may determine from time to time and as conferred on them by the University.

A. v. Committees-by-rank are understood to be committees whose members satisfy stipulated conditions of rank, e.g., only tenure-track faculty, or only full professors.

## **B. Organization & Governance**

B. i. The executive powers of the Department shall be vested in the Chairperson (Chair) of the Department, subject to such provisions in these by-laws for prior consultation and/or the reservation of final decisions to a deliberative body.

B. ii. The operation of the Department assumes the principle of voluntary participation by faculty members in the Department's administration, governance and other activities as provided for in these by-laws or by decision of the voting department and/or at the request of the Department Chair.

### Administrative Positions

B. iii. In addition to such administrative positions as are traditionally found in a department (e.g., Chairperson, Major Advisor, Scheduling Officer), the voting department may establish others (e.g., Independent Study Advisor, African Language Program Coordinator, Outreach Coordinator) on the recommendations of the Chair or on its own initiative.

B. iv. The duties, rights and responsibilities of each administrative position created by the voting department shall be as defined by the voting department.

B. v. **Chairperson of African & African-American Studies**

The Chairperson of the Department of African & African-American Studies must be a tenured faculty member and hold a 100% appointment in the department upon taking office, and is recommended to the Dean of the College by the voting department. The Chairperson is evaluated in accordance with University and College procedures. According to those procedures, he/she serves at the pleasure of the Dean of the College.

As its chief administrative officer, the Chairperson is responsible for the operation of the Department within the guidelines set forth in these by-laws and by college and university rules and regulations. He/she represents the Department in all appropriate external forums and exercises direct supervision over the internal functions of the Department, delegating such authority where appropriate. As an appointee of the Dean of the College, he/she is responsible for communicating College policy to the Department, and for bringing before the Department for appropriate consideration and timely action all business originating from College- or University-level initiatives.

B. vi. **Chairperson's Responsibilities**

Among the Chair's duties are:

- a. Departmental Governance: Conducts Department meetings; establishes Department committees, develops and implements long-range Department programs, plans, and goals; determines what services the Department should provide to the University, community, and state; prepares the Department for internal and external reviews, accreditation and evaluation; delegates some Department administrative responsibilities to individuals and committees; encourages faculty members to communicate ideas for improving the Department.
- b. Instruction: Schedules classes; supervises on- and off-campus programs; updates Department curriculum, courses, and programs; embraces new knowledge, new

- specializations, and new standards of professional practice; encourages excellent pedagogical practices; monitors teaching evaluations and feedbacks; manages enrollment demands and teaching standards.
- c. Faculty Affairs: Leads recruitment and selection of faculty members; assigns faculty responsibilities, such as teaching and committee work; monitors faculty service contributions; evaluates faculty performance; works on promotion and tenure recommendations; participates in grievance hearings; makes merit salary recommendations; deals with unsatisfactory faculty and staff performance; initiates termination of a faculty member; keeps faculty members informed of Department, College, and institutional plans, activities, and expectations; maintains morale; reduces, resolves and prevents conflict among faculty members; and encourages faculty participation.
  - d. Student Affairs: Advises and counsels students; works with student representatives; and helps with recruitment of students.
  - e. Internal and External Communication: Communicates departmental needs to the dean and interacts with upper-lever administrators; improves and maintains the Department's image and reputation; coordinates activities with outside groups; processes Department correspondence and requests for information; completes forms and surveys; and initiates/maintains liaison with external agencies and institutions.
  - f. Budget and Resources: Prepares, proposes and administers Department budgets; seeks internal and external funding; administers endowment accounts; encourages faculty members to pursue contracts and grants to government agencies and private foundations; prepares annual reports; administers scholarships to students; approves use of travel funds.
  - g. Office Management: Manages or supervises the management of Department facilities and equipment, including inventory; oversees office security and maintenance; supervises and evaluates support staff in the Department; and maintains essential Department records, including all personnel and student records.
  - h. Professional Development: Fosters the development of each faculty member's special talents and interests; fosters good teaching in the Department; stimulates action and equal opportunity policies; encourages faculty members to participate in regional, national, and international professional meetings; represents the Department at meetings of learned and professional societies; and seeks the welfare and professional development of support staff.
  - i. At one time or another, the Chair assumes the role of teacher, mentor, researcher, leader, planner, manager, advisor (counselor), mediator (negotiator), delegator, advocator, presenter, communicator, educator, motivator, supervisor, coordinator, anticipator, innovator, peacemaker, organizer, decision-maker, problem-solver, recommender, implementer, facilitator, recruiter and peer (colleague).
- B. vii. Responsibilities of other Administrative Positions and Assignments
- a. Undergraduate Coordinator
 

As the principal contact person for the advising of students pursuing the B.A. and B.G.S. degrees, and the minor, the Undergraduate Coordinator is responsible for matters related to undergraduate studies (except course scheduling) and advising. Duties include matters related to honors program, study abroad, pre-enrollment student advising, attending meetings of undergraduate coordinators and advisors, liaising with College/Student Academic Services and working with chair of Curriculum Committee to advise AAAS Chair

on priority areas for faculty recruitment, among others. Meets as often as required/necessary with College undergraduate coordinators and advisors.

b. Study Abroad Coordinator

Although individual program directors are responsible for their own study programs to different countries, the Coordinator for Study Abroad serves as the Department's liaison with the Office of Study Abroad for all matters related to Study Abroad, consults with the undergraduate coordinator, and advises the Chairperson of the Department with regard to Study Abroad issues.

c. Honors Coordinator

As principal contact person for the advisory of University Honors Program students taking AAAS Honors courses, Honors tutorials offered by AAAS faculty members, and other departmental courses, the Honors Coordinator advises students, acts as a liaison to the University Honors Program, and advises the Chairperson of the Department with regard to issues related to the Honors Program.

d. Graduate Coordinator

Responsible for matters (except course scheduling) related to setting up and administering graduate studies. Acts as the principal and primary advisor to graduate students; oversees admissions process; chairs the Graduate Committee; liaises with Committee on Graduate Studies of the College; acts as contact with the Graduate School; sets up oral and written examinations; advises on graduate curricular issues and advises AAAS Chair on priority areas for faculty recruitment; recruits undergraduate students; evaluates and nominates departmental graduate students for College or University honors and awards, among others. Meets with the Graduate Committee at least once a semester and as frequently as necessary. For more information, see the document, "Proposal for the M.A. Degree in African and African-American Studies."

e. Professional Mentor

Responsible for mentoring a colleague and helping him/her grow in research, teaching, and service. Gives constructive criticism, and nurtures mentee progressively to successful pre-tenure and tenure and promotion. Functions as the principal professional and academic advisor. Meets at least twice a semester and as frequently as necessary. Mentor and mentee encouraged to set a flexible meeting calendar. Also refer to Department's "Criteria and Procedures for Faculty Performance Evaluations;" University Promotion and Tenure Guidelines at <http://www.provost.ku.edu/faculty/evaluation.shtml> and College Guidelines for Faculty Appointments, Promotion, Tenure, and Salary at <http://www.clas.ku.edu/faculty/policies>.

f. Museum and Library Matters Coordinator

Responsible for matters related to KU Museums and Libraries, including suggesting acquisition, exhibition, and accessibility of Africana.

g. African-American History Month Coordinator

Responsible for planning the participation of AAAS in the African-American History Month events. As an academic unit, preference is for lectures, seminars, workshops and/or artistic performances or exhibitions

- h. Annual Retreat Coordinator  
Responsible for planning and presiding over the faculty's annual retreat. Duties include setting a date, securing the venue, and preparing the program.
- i. Africana Studies Club Advisor  
The Africana Studies Club is the student organization of minors and majors in African and African-American Studies. Responsible for establishing and coordinating the Club initially; thereafter, responsible for advising the Club and monitoring its existence, especially the annual election of Club officers. Advises the Department on activities of the Club and how to provide necessary assistance to it. Meets at least once a semester and as often as required.
- j. Kansas African Studies Center (KASC) Representative  
Functions as the principal liaison of the Department and KASC. Responsible for articulating, representing, and balancing the interests of the Department and KASC. (It helps to read KASC By-laws and Federal Title VI Guidelines, and AAAS Mission Statement (see website or The University of Kansas Undergraduate Catalog), AAAS "Criteria and Procedures for Faculty Performance Evaluations," and AAAS "Vision Statement.") Meets as often as required by KASC.
- k. Language Coordinator  
Primary spokesperson for the Department in matters of language teaching and testing. Responsible for coordinating and supervising all the languages in the Department. Works with KASC to find ways to meet Title VI grant requirements, to develop library resources for the languages, to attend funded meetings of ALTA, and to organize orientation for new language teachers individually and as a group in a way that reinforces individual accountability and teaching responsibility, including developing strategies for attracting enrollments. Advises AAAS Chair and KASC Director on best language practices vis-à-vis other courses offered by the Department. As the representative for languages and language teachers at KASC Executive Committee, language coordinator writes the language section of grants and recommends a language budget. Meets as often as required by KASC Executive Committee.
- l. Center for Teaching Excellence (CTE) Ambassador  
Represents AAAS at CTE meetings and provides feedbacks to the Department. Meets as often as required by CTE.

B.viii Except where expressly stated otherwise in these by-laws or where the university has laid down or sanctions other procedures, the Department Chair is authorized to fill any administrative position provided for in these by-laws or identifies from time to time by the voting department, except that the Chair may at any time ask the voting department to do so.

B.ix The voting department may determine from time to time which administrative position, or combined positions held by a single person, (other than those under the purview of the university administration), may be so burdensome and time-consuming as to merit a remission in teaching load within College/University guidelines.

B.x Secretaries shall serve as departmental staff under the supervision of the Department Chair and their services shall be available to all members of the Department. It shall be the responsibility of the Chairperson to insure that their time is so regulated that, notwithstanding the

principle that tasks assigned by the Chair and other administrative officers of the Department shall be entitled to priority, other members of the Department shall have reasonable access to their services.

### Committees

B.xi Standing committees shall be established by the voting department on the recommendation of the Chair or on its own initiative. Ad hoc committees may be created by the Chair or by the voting department. The terms of reference for each committee shall be determined by the voting department of the Department Chair as appropriate, or by the committee itself when so authorized. All committees shall report through the Department Chair to the body that created them.

B.xii As a general principle whenever possible and advisable, standing and ad hoc committees shall consist of no fewer than three persons, including a representative of African and African-American program interests respectively. A committee member serves a three-year term that may be renewable for another term, except that a member may not serve on the same committee for more than six consecutive years. A committee chair may serve a minimum of three years and a maximum of six consecutive years on the same committee. A committee may choose its chair or may be appointed by the Department Chair.

B.xiii Committees constituted to consider university-regulated matters (e.g., tenure & promotion, sabbaticals) shall be committees-by-rank, their composition to be as determined by the voting department or the Department Chair as may be appropriate, except where the university determines the composition of such a committee.

B.xiv Whenever matters arise that require urgent committee action and the appropriate committee cannot be convened, the Department Chair may make the necessary decision, after consulting as widely as possible and as may be appropriate. The Chair shall report such action to the Department at the earliest possible opportunity.

B.xv The following are the standing committees of the Department: Curriculum Committee, Evaluations Committee, Grievance Committee, Socials Committee, Lecture Series Committee, Graduate Assistantship Committee, and Scholarships and Awards Committee.

B.xvi Here are the principal functions and responsibilities of the committees:

- a. Curriculum Committee: Responsible for examining curricular matters generated within the Department and making recommendations on them to the Department and the Chair. Such matters may include adding new courses, deleting old courses, curricular revisions, and student advising. Advises the Chair on subject area for priority faculty recruitment while respecting the interdisciplinary nature, composition, and mission of the Department. Liaises with the College Committee on Undergraduate Studies and Advising (CUSA) and College Committee on Graduate Studies (CGS). Committee is expected to meet at least once every semester, and as often as necessary when there are curricular matters to address. Committee may set its own schedule and deadlines and make them known to the Department. All meetings of the committee are convened and presided over by its chair.
- b. Evaluations Committee: Responsible for examining, and making recommendations on, the qualitative and/or quantitative production of faculty and program vis-à-vis the

interdisciplinary nature, composition, and mission of the Department. Advises the Chair on such matters. Its duties include evaluation of the annual faculty performance report, conducting the third-year pre-tenure review, helping the committee-by-rank to conduct tenure and/or promotion reviews, conducting the Board of Regents/KU departmental assessment and report, and refining peer teaching and faculty report evaluation instruments. The domain of the committee will be to discuss and make recommendations on matters relevant to merit review to be used for salary recommendations for Department. For the annual faculty performance review the Evaluations Committee shall be responsible for review of its own members, with individual members under review excused from self-review. In these situations, the Departmental Chairperson (who does not vote in other cases) shall take the place of the colleague under review and vote on recommendations for merit evaluation when there is a tie. Committee is expected to meet at least once a semester and as often as necessary when there are evaluation matters to address. All meetings of the committee are convened and presided over by its chair (See the document, "Department of African and African-American Studies: Criteria and Procedures for Faculty Evaluations").

- c. Grievance Committee: Responsible for examining, and recommending action on, grievance matters formally brought to the Department and referred to it by the Chair after the departmental Chairperson's mediation fails. (For details, consult the document, "Department of African and African-American Studies: Grievance Procedures"). Committee meets as often as required. All meetings are convened and presided over by its chair.
- d. Socials Committee: Responsible for scheduling, planning and executing social events that involve the use of departmental funds of through individual contributions and potluck. Such events include scholarship awards, graduation ceremonies, faculty recruitment receptions, and retirement ceremonies, among others. May also seek individual contributions toward funding such events. Committee meets at least once a semester and as frequently as necessary. All meetings are convened and presided over by its chair.
- e. Lecture Series Committee: Responsible for selecting, contacting, and securing the services of well-known but affordable lectures for the Marwa Africana Lecture Series and other lectures. Sets the calendar for the lectures, sends out information about the lectures to University, media, and public (including neighboring academic institutions), secures lecture venues, informs all teaching staff to include lecture information on the syllabus, and arranges for the pre- and/or post-lecture receptions. Also organizes the undergraduate research forum; responsible for identifying students doing the honors project and other important undergraduate and graduate research projects and encouraging them to make presentations before students and faculty. Meets at least once a semester and as frequently as necessary. All meetings are convened and presided over by its chair.
- f. Graduate Assistantship Committee (GAC): Responsible for all matters related to GTA and GRA orientation, training, welfare, evaluation, and for new appointments that require formal searches, and advises the Chair on such matters. For details and other responsibilities see KU's Memorandum of Agreement and AAAS document produced by GAC. Committee meets at least once a semester and as often as required. All meetings are convened and presided over by its chair.
- g. Scholarships and Awards Committee: Responsible for evaluating and recommending students for general University scholarships and departmental awards, except for grants

secured by individuals with specific administrative requirements. May also seek funding for scholarships and awards. Committee meets as often as required.

B. xvii Ad hoc Committees

As required by the business of the Department, the Chairperson of the Department or the voting Department itself may appoint at any time ad hoc committees to deal with particular matters, including, but not limited to:

- Search Committees for new faculty appointments
- Search Committees for lecturer appointments
- Tenure and/or Promotion reviews
- Review of faculty sabbatical applications

Advisory Board

B. xviii In order to avail itself of a wider body of advice and experience than the size of the Department permits and having regard to the interdisciplinary nature of the program as well as the importance of interacting with the wider community, there may be an Advisory Board drawing for its membership on the campus and off-campus population. Students, staff, faculty and persons with a special in or knowledge of the ethnic and area constituencies of the program shall be eligible to be appointed. The Advisory Board may give advice and engage in fundraising, outreach or other related matters.

Graduate Advisory Board

B. xix

- a) The Graduate Advisory Board, where appropriate in consultation with other graduate faculty members, will decide upon and consider all matters concerning the graduate program or graduate students, whether referred to it by the Chairperson, the voting faculty, individual staff members, petition from individual students, or the Director of Graduate Studies.
- b) The Director of Graduate Studies will serve as chairperson of the board, and will be the spokesperson of the board to the Department. The Director of Graduate Studies will be responsible for scheduling all meetings of the board.
- c) All policies or practices promulgated by the Graduate Advisory Board will be subject to formal review by the Department, before which all major graduate policy matters will be brought for approval.
- d) The Graduate Advisory Board, acting in its advisory capacity to the Director of Graduate Studies, will decide upon all graduate admissions and will recommend whether or not to extend a GTA appointment to newly admitted students to the program, and whether or not to recommend continuing appointments to current GTAs. The Graduate Advisory Board may also make recommendations to the Chair of the Department concerning merit raises for GTAs.
- e) Graduate student representatives, one from the African Studies component and one from the African-American Studies component, duly elected from among their peers will serve on the Graduate Advisory Board and will participate in all discussions concerning policy. They will not participate when the Graduate Advisory Board considers individual admissions, appointments, awards, or in the setting and grading of specific graduate student examinations.
- f) The Graduate Advisory Board is responsible for overseeing the graduate examination process. The Graduate Director is responsible for administering all graduate written

examinations. The graduate student's committee members are responsible for writing the questions and grading all graduate written examinations.

- g) The Chairperson of the Department will serve as member *ex officio* of Graduate Advisory Board. He or she participates in discussion but will not vote on matters that require a vote.

### C. Meetings

C.i Regular meetings of the Department shall be convened once a month each semester. No meetings are convened during the summer session or when KU is on break. The chairperson may convene special meetings as necessary, and must convene such meetings upon the written request of one-third or more members of the Department. The Department Chair may cancel a scheduled meeting when there are no agenda items or when there are extenuating circumstances.

C.ii All members of the Department shall be entitled and be invited to attend Departmental meetings but only members of the voting department may vote. In addition, the following may also be invited to attend departmental meetings notwithstanding the fact that they are not members of the Department as defined herein:

- (a) all part-time instructors budgeted to the Department;
- (b) teaching assistants budgeted to the Department, or a representative of such teaching assistants if they exceed two in number.
- (c) two students, representative of majors in the African and the African-American concentrations respectively

C.iii Voting shall be by show of hands unless otherwise determined by the nature of the meeting (e.g. when confidentiality requires use of ballots).

C.iv Meetings shall be chaired by the Department Chair or in the latter's absence by a member so designated by the Chair or, failing this, by the meeting.

C.v The quorum at any departmental meeting shall be one-half the membership of the Department. For purposes of voting one-half the membership of the voting department must be present.

C.vi Regular meetings shall be announced and a call for agenda items made no later than one week before the date of the meeting. The agenda shall be circulated before the meeting.

C.vii Special meetings shall be announced no later than two weeks whenever possible before the date of the meeting and the agenda shall be part of the announcement. New agenda items not previously and duly circulated may not be introduced at a special meeting. However, emergency meetings that must be called at the insistence of the Dean or other administration or governance action shall be exempt from the time and agenda constraints but not from any other provisions of these by-laws.

C.viii For the renewal of the Department Chair's appointment, a special meeting may be convened. The Department Chair shall designate a chair for the meeting. The Department Chair must not attend the meeting. This special meeting shall consist of the following voting members for this meeting only:

- (a) All tenured and tenure-track faculty budgeted to the Department
- (b) All full-time lecturers budgeted to the Department
- (c) One GTA representative budgeted to the Department
- (d) One part-time lecturer budgeted to the Department

(e) The Secretary/Staff administrator budgeted to the Department. The members shall vote to renew or not renew the Department Chair's appointment. The votes (numbers, not names) for each category (renew, not renew) shall be recorded, and a copy sent by the chair of this special meeting to the Dean and the Department Chair. The voting Department may choose to use the current practice by the College Office in which the Department Chair selects a faculty member, a staff member, and a GTA/student to meet with the College Committee on Chairperson/ Director Review.

C.ix A record shall be kept of all decisions taken at meetings and circulated as minutes to members of the Department no later than three weeks after the meeting. The record shall be taken by the departmental secretary when possible or by a faculty member chosen by the meeting. Records taken by the secretary shall be on behalf of the Chair and shall be circulated as the Chair's minutes of the meeting.

#### **D. Policy-Making**

D.i The voting Department is the policy-making body of the Department. Policy decisions shall be taken by a simple majority of the voting Department but the Chair shall encourage the widest possible participation through department-wide consultation and discussion.

D.ii Among other things the Chair shall seek to insure that there is Department policy in such areas as program development, recruitment, curriculum, teaching responsibilities, evaluation of courses, evaluation of faculty, merit-salary determinations, reappointment of non-tenure-track instructors, promotion and tenure, sabbatical leave, departmental service, and others as may be deemed necessary from time to time.

#### **E. Curriculum and Teaching**

“Academic programs are the fundamental reason why departments are in business... A healthy department has relevant curricula in place and makes revisions that are consistent with trends in the field, with the demands of the marketplace, and with the needs and interests of its students... This kind of department has a reputation for good teaching in all its courses, not just those for its own majors. It pays attention to the nuts and bolts of sound pedagogy... In a healthy department, good teaching is respected and rewarded. It is accepted that good teaching helps attract good students to the program, and it is accepted that good teaching is essential to effective learning. Faculty feel free to share their ideas about teaching and their experiences in the classroom. They promote each other's efforts to master the art of excellent pedagogical practice... Like actors in a theater company, they will work offstage to critique and strengthen each other's techniques and methods of approaching subject matter. They will also explore and adopt new technology when it is likely to improve efficiency of instruction, or to enhance important learning outcomes. Healthy departments meet both enrollment demand and professional accrediting standards. At the same time, they provide challenging, but not unrealistic, standards for their students to meet. The department achieves a balance between marketplace pressure for access to its programs, and the constraints that accrediting bodies put on them in the name of quality” (*Chairing the Academic Department*). Our Department is guided by these principles espoused by the American Council on Education in matters of teaching and the curriculum.

E.i In pursuance of the mission of the Department to offer undergraduate and graduate degrees as well as to provide courses constitutive of the university's general education program, it is incumbent on the Department to seek to maintain a curriculum of sufficient depth, quality and diversity to insure the credibility of the Department's major concentrations, minor concentrations, its graduate level concentrations, and quality opportunity for students' general education credits.

#### New Courses

E.ii To provide for the above, the Chair shall ensure that the Department's program is constantly reappraised through appropriate committees and opportunities for adequate discussion in departmental meetings.

E.iii Final decisions on the curriculum and the structure of the major shall be taken by the voting department upon recommendation by the Curriculum Committee. The membership of the Curriculum Committee, to the extent that staffing permits, shall be the Department Chair, one assistant professor, and all the professors of the rank of associate professor and higher. The quorum of the Curriculum Committee shall be a simple majority. The Curriculum Committee shall consider all departmental proposals concerning requirements for its undergraduate and graduate programs, proposals for new courses or substantial modifications of existing courses, as well as proposals for cross-listing and cross-referencing such courses. The Curriculum Committee shall also be given the opportunity to comment and make recommendations to the voting department on proposals for new or substantially revised colon courses when such proposals and revisions have to be submitted to CUSA or appear in the Catalog. The Curriculum Committee may initiate discussion in all of the above areas. Whenever substantial changes in submissions are contemplated, the Committee may consult with faculty concerned, unless this is absolutely impossible. (Also see B.xvi.a. Curriculum Committee.)

E.iv Requests and suggestions for curricular changes shall first be submitted to the Department Chair who may, if he or she deems it expedient, discuss these with the faculty making the request before making a submission to the Curriculum Committee.

#### The Conduct of Courses

E.v Each instructor in the Department, with the exception of graduate teaching assistants and persons of equivalent rank, is responsible for constructing the syllabus, selecting texts, and conducting and examining his or her own course(s). In so doing the instructor is expected to adhere with reasonable fidelity to the content and objectives of the course(s) as set out in the Catalog.

E.vi Teaching assistants and persons of equivalent rank are assigned to a faculty mentor and all decisions relating to constructing the syllabus, and the details of conduct and examining of the course must be taken or approved by the faculty mentor.

E.vii Every instructor is required to observe the procedures and deadlines relating to the preparation for and conduct of classes and examinations. Teaching assistants and persons of equivalent rank must bear in mind that an additional step is involved in their case, namely, consultation with the faculty mentor, and must therefore allow sufficient time for this.

E.viii Every instructor is required to file with the secretary in a timely manner a copy of the syllabus. No instructor shall claim credit for a course entirely taught by another person, nor shall an instructor claim to be the instructor-of-record for a course actually taught by another person.

Supervision or mentoring of a GTA, lecturer, or colleague does not confer the title of instructor-of-record on the supervisor or mentor.

### Class Management

E. ix Each instructor is responsible for effectively managing class time and instructional materials without compromising the quality of instruction or causing undue inconvenience to students.

E. x Each instructor is expected to hold office hours that at the minimum correspond to the number of hours he/she teaches a week.

E. xi An instructor is expected to teach his/her course(s) regularly and on time. When a short illness or some unforeseen urgency makes holding a class impossible, the instructor is expected to inform the Department immediately and to inform students about class cancellation or of some other arrangement.

E. xii When an instructor goes to a conference or leaves his/her class for a short absence, he/she is expected to arrange for the class to be covered in his/her absence. For a longer absence from teaching a class, when the semester is already in session, an instructor is expected to arrange with the Chair how the affected classes will be covered. If the prolonged absence is for an illness or family medical issue, both the Chair and the instructor shall observe University policy on sick leave or family medical leave. In all cases, the paramount interest is to ensure that classes are held and students taught.

### Grade Appeal

E. xiii University Senate Rules and Regulations limit the grounds for appeal of a final course grade to “improper application of the grading procedure announced for the course by the instructor” (U.S.R.R. 2.3.5). A student may appeal the final grade for the semester, but not the grade on a particular examination, quiz, essay, research paper or other assignment. Appeals of a final grade must be submitted before Stop Day in the following semester (e.g. before Stop Day in the Spring semester for classes in the previous Fall semester).

Procedure for appealing a grade:

a. Before initiating a grade appeal, the student should communicate with the instructor of record to make sure there has been no error in calculating or recording the grade, and to request clarification about the reason for assigning the grade.

b. If, after communicating with the instructor, the student still believes an “improper application of the grading procedure announced for the course” has occurred, the student may initiate a grade appeal by submitting the following to the Undergraduate Coordinator or Graduate Coordinator:

- A copy of the course syllabus and any written explanations of grading procedure
- A written statement explaining her or his reasons for believing that the announced grading procedure has been improperly applied
- Copies of graded work for the course or a list of grades received on assignments

The Undergraduate Coordinator or Graduate Coordinator will assess the situation, communicate with the instructor of record and attempt to mediate a solution.

c. If, after mediation, the student continues to believe that “improper application of the grading procedure announced for the course” has occurred, he or she may submit the written appeal to a hearing before a committee of three faculty members to be assembled by the Chairperson. Both instructor and student will submit materials in writing.

If the departmental hearing sustains the student’s appeal, the committee will review the student’s work and assign a course grade. The instructor is then required to complete a change-of-grade form within two weeks of the committee’s ruling. If the committee sustains the instructor’s grade, the departmental process for grade appeal is exhausted.

4) At the conclusion of the departmental hearing, both instructor and student will be informed of the result and of their right to appeal to the Judicial Board. (See the University Senate Rules and Regulations, Article II, Section 2.3.3 and 2.6.4).

#### Academic Misconduct

E. xiv The Department is governed by the College and University Policies on academic misconduct. Instructors are expected to abide by the principles of academic integrity and may be sanctioned for academic misconduct. Detailed information about academic misconduct and the sanctions that may be applied is available in the University Senate Rules and Regulations, Article 2, Section 6, available online at [www.ku.edu/~unigov/usrr.html/#art2sect6](http://www.ku.edu/~unigov/usrr.html/#art2sect6). It is the responsibility of each member of the University community to understand and adhere to the principles of academic integrity.

#### Teaching Loads & Remission

E. xv The teaching load for faculty based on the equivalent of a 1.0 FTE appointment shall be 2 courses per semester which may include at least one advanced course and one introductory course in each two-year period. (For this purpose a course is defined as a regular seminar and a regular lecture class). In addition, members of the Department (but not teaching assistants and part-time instructors) are also expected to supervise independent study and by-appointment courses. Faculty shall have the right to determine which and how many such courses and the number of students they will take in any given semester. These courses shall not normally constitute an overload.

E. xvi The Chair shall normally teach one course a semester.

E. xvii Faculty with heavy departmental administration responsibility of a continuing nature or in other exceptional circumstances may apply to the Chair for course remission. The Chair shall apply existing departmental or College policies, if any, and shall submit a recommendation to the College for a determination.

E. xviii The Department agrees in principle that a faculty member teaching two or more classes in each of which there is an enrollment in excess of 60, or any one class with an enrollment of 75 or more is entitled to grading assistance, subject to availability of funds. A class with an enrollment of about 100 is entitled to a teaching assistant, subject to availability of funds.

## **F. Scheduling**

F.i The guiding principle in scheduling shall be, first, our responsibility to our majors and graduate students, and second, our obligation to the general education program in the College and the schools. Guided by these priorities, the Scheduling Officer shall prepare a list of courses that must be offered in the academic year, broken down in semesters. To the extent that it is predictable, the Scheduling Officer shall tentatively identify the instructor for the various courses.

F.ii The Scheduling Officer shall circulate this list along with standard solicitation form requesting each instructor to indicate first and whenever possible second preferences for each semester and to offer any comments on the list.

F.iii With this information, the Scheduling Officer shall compile a master list and hold individual consultations if there are any problems to be resolved. Time and class size shall be included on the list. In deciding on times and class size the Scheduling Officer shall take into account the history of each course, practical considerations such as counterproductive clashes, the overcrowding of sessions, especially in prime time, the role of the course, and the personal wishes of faculty. The Scheduling Officer shall not vary past practice or set aside the personal wishes of a colleague without first consulting that colleague.

F.iv If the Scheduling Officer is not the Department Chair, the latter shall be responsible for final decisions in respect of unresolved problems. The final schedule shall then be circulated for information.

F.v In the preparation of the schedule, departments are locked into the timetable of the central administration. Faculty shall, therefore, be required to observe all deadlines and determinations made by the Registrar's Office.

### F. vi Study Abroad Programs

The Department shall establish Study Abroad opportunities and encourage undergraduate and graduate students to take advantage of such opportunities to spend a semester or an academic year in an African country or the African Diaspora outside the US. Because Study Abroad programs are curriculum-driven, such programs shall be initiated by faculty and approved by the Department before they are officially recommended to the Office of Study Abroad and the College for approval.

### F. vii Transfer of Study Abroad Credits

Study Abroad students who are not on programs administered by the Department are required to receive departmental advising and pre-approval of courses from the Study Abroad Coordinator, Undergraduate Advisor, or Graduate Advisor of the Department. The Department will accept all credits from pre-approved Study Abroad courses. Credits earned through Study Abroad programs that are administered by the Department are automatically transferable.

### F. viii Required Residency

The Department is governed by the College regulations that an undergraduate student may complete 12 of the last 30 hours at another institution of higher learning, if he or she (1) has earned a grade-point average of at least 2.0 in residence and (2) will not take courses required for the major or minor out of residence. Students wishing to take courses out of residence in the last 30 hours must see a College graduation adviser before leaving KU.

## G. Merit-Salary Procedures

- G. i Department and regulations for determining merit salary increasing are subject to University and College regulations.
- G. ii Salary increases for regular tenure-track and tenured faculty are based on merit and not cost-of-living. The Chair of each department is required to make a recommendation to the Dean, which is the first step in a series of recommendations to the Provost and Executive Vice Chancellor, the Chancellor and ultimately the Board of Regents.
- G. iii Each year a fixed dollar amount—theoretically from \$0—is allocated to each department for distribution, which amount may in percentage terms be greater than, the same, or less than the average distributed to all departments in the College.
- G. iv The particular procedures used by the Chair in arriving at salary recommendations must be known in advance to the faculty and may be required to be on file in the College Office and the Provost's Office. The Chair must make every conceivable effort to have the Department approve procedures, but in the final analysis the Chair must make and submit evaluations and recommendations.
- G. v The Chair is required to send to each departmental employee a written evaluation and the recommended dollar amount in accordance with College and/or Provost's Office guidelines.
- G. vi Generally the distribution of merit points for faculty shall follow a 40/40/20 weighting for teaching, research, and service respectively. Changes in distributions of effort for individual faculty members are allowed but will have to be approved by the College in accordance with existing guidelines and policies. All requests for a change in allocation of effort must be made a year in advance to the Chair since the College requires that all departments produce an academic year plan that shows how all tenure and tenure-track faculty, GTAs and non-tenure-track faculty will be deployed.
- G. vii The Chair's evaluation shall be based primarily on recommendations made by the Evaluations Committee but must also take into consideration other elements, including "Criteria and Procedures for Faculty Evaluation" and directives from the College and the Provost's Office.
- G. viii Merit Salary Distribution
- (a) Faculty
- The Department links merit increases to performance rating averages submitted to the Chair by the Evaluations Committee. The performance averages guide the Chair in drawing a line to differentiate the levels of merit: high merit, upper medium merit, lower medium merit, low merit, and no merit. These levels correspond to performance evaluation ratings: excellent (90-100) or 33-40 merit points (for teaching and scholarship [T& S]) and 17-20 merit points (for service [S]); very good (80-89) or 25-32 (TS) and 13-16(S); good (60-79) or 17-24 (TS) and 9-12(S); adequate (50-69) or 9-16 (TS) and 5-8 (S); and poor (0-49) or 0-8(TS) and 0-4 (S).
- The Chair then allocates merit increases based on merit points. Each merit point is worth the same number of dollars, determined by dividing the total dollars available by the

total number of merit points awarded. When requested to submit the Department's merit salary recommendations to the Dean, the Chair will determine these recommendations by multiplying each individual's merit point total by the dollar value of one merit point. The number of points is multiplied by a dollar amount for each point based on the total number of points for the entire Department. The total number of points for the entire Department is divided by the allocation from the College in dollars, so each point is worth a dollar amount. The total number of points received by each faculty member is multiplied by the point dollar amount. The same levels of merit differentiation from "high merit" to "no merit" apply when the Department uses salary percentages instead of dollar amounts to distribute merit. This is particularly applicable when the Chair is required by the College to address salary compression. In that case, a certain percentage is taken off the overall merit allocation before merit distribution.

(b) Lecturers

The performance of lecturers in the Department shall be evaluated every year by their direct supervisors, and the outcome reported in writing to the Chair of the Department. Lecturers are evaluated only in teaching. Instruments used are the student evaluations, peer evaluations and/or supervisor's evaluation. The performance evaluation will be the basis for merit distribution, using the same merit scale ("high merit" to "no merit") as for faculty.

(c) Graduate Teaching Assistants (GTAs)

The performance of GTAs in the Department shall be evaluated every year by their direct supervisors, and the outcome reported in writing to the Chair of the Department. GTAs are evaluated only in teaching. Instruments used are the student evaluations and/or supervisor's evaluation. The performance evaluation will be the basis for merit increase distribution, using the same merit scale ("high merit" to "no merit") as for faculty, and other provisions from the College/Provosts office and the Memorandum of Agreement.

(d) Professional Staff

The performance of all professional staff in the Department shall be evaluated every year by the Chair or anyone s/he delegates that authority. Unclassified and University Support Staff shall be evaluated, and merit increase distributed, according to the procedures and guidelines established by the College and the University of Kansas.

## **H. Appointments, Tenure & Promotion**

- H.i Departmental regulations respecting appointments, tenure and promotion are subject to University and College regulations. The primary departmental regulations governing tenure and promotion are contained in “Criteria and Procedures for Faculty Evaluations” (see Appendix 2).

### Appointments

- H.ii The criteria for initial appointments to the various ranks shall be identical, as far as possible, to the criteria for promotion to those ranks as determined by University, College and departmental policy.
- H.iii The Chair, assisted by an ad hoc committee appointed according to official guidelines and following Equal Opportunity/ Human Resources procedures, selects the most likely prospects and proceeds in the approved manner to generate a recommendation to the appropriate quarter.

### Tenure & Promotion

- H.iv Final recommendations on tenure and promotion shall be taken in a committee-by-rank, consisting exclusively of the Department Chair and tenured faculty members above the rank of the member under consideration. These recommendations shall be made known to the voting Department.

## **I. Grievance Procedure**

- I.i The Department elects to use the grievance procedure of the College, but because most disputes are normally heard initially at the unit level, the grievance procedure for the Department is attached in Appendix 1 of these by-laws.

## **J. Program Review**

### Internal Program Review Cycle

- J. i Assessment of the Basic Language Program. The Department offers Arabic, Haitian Creole, Hausa, KiSwahili, and Wolof regularly, and other African languages such as Twi, Fanti, Yoruba, and Amharic when there is funding and demand. The language program may be reviewed once in five years.
- J. ii Assessment of the Undergraduate Major/Minor. The Department offers the B.A. and B.G.S. degrees and the minor. Areas of concentration are African Studies, African-American Studies, and Arabic & Islamic Studies. Graduating seniors assess the major every year. The undergraduate program may be reviewed once in five years.
- J. iii Assessment of the Graduate Master’s Program. The Department offers an M.A. degree. Areas of concentration are African Studies and African-American Studies. Candidates for the M.A. degree assess the program every year upon graduating. The graduate program may be reviewed once in five years.

### External Program Review Cycle

- J. iv The Department may undergo a comprehensive external review once in ten years or as directed by the College or University.

#### K. Amendments

K.i Amendments to these by-laws may be made at any duly constituted meeting, regular or special, by a two-thirds majority of eligible voting members.

## Appendix I

### Department of African & African-American Studies Grievance Procedure

Pursuant to Article XIV of the University Senate Code and Articles V and VI of the University Senate Rules and Regulations of the University of Kansas, Lawrence, the Department of African and African-American Studies establishes the following procedure to hear grievances arising within the Department of African and African-American Studies. Appeal of a grievance heard at the department level is to the Judicial Board. This procedure shall not be used to hear disputes assigned to other hearing bodies under USRR Article VI, Section 4.

For disputes involving alleged academic misconduct or alleged violations of student rights, the initial hearing normally will be at the unit level. There is an option to hold an initial hearing at the Judicial Board level if both parties agree, or either party petitions the Judicial Board chair to have the hearing at the Judicial Board level and the petition is granted. The petition must state why a fair hearing cannot be obtained at the unit level; the opposing party has an opportunity to respond to the petition (USRR 6. 4.3.1).

Except as provided in USRR 6.5.4, no person shall be disciplined for using the grievance procedure or assisting another in using the grievance procedure.

The Department of African and African-American Studies shall provide a copy of this procedure to anyone who requests it.

1. To start the grievance process, the complainant must submit a written grievance to the Department Chair. The complaint shall contain a statement of the facts underlying the complaint and specify the provision(s) of the Faculty Code of Conduct, University Senate Code, the University Senate Rules and Regulations, the Code of Student Rights and Responsibilities, or other applicable rule, policy, regulation, or law allegedly violated. The complaint shall also indicate the witnesses or other evidence relied on by the complaining party, and copies of any documents relevant to the complaint shall be attached to the complaint.
2. At the time the complaint is submitted to the Department Chair, the complaining party shall provide a copy of the complaint, with accompanying documents, to the respondent(s).
3. Upon receipt of the complaint, the Department Chair shall contact the respondent to verify that the respondent has received a copy of the complaint and to provide the respondent with a copy of these procedures.
4. Pursuant to University Senate Code 14.2.c, a respondent has the privilege of remaining silent and refusing to give evidence in response to a complaint. The respondent also has the right to respond and give evidence in response to the complaint.

5. The respondent shall submit a written response to the Department within 14 calendar days of receiving the complaint. The response shall contain the respondent's statement of the facts underlying the dispute as well as any other defenses to the allegations in the complaint. The response shall also identify the witnesses or other evidence relied on by the respondent and shall include copies of any documents relevant to the response. The respondent shall provide a complete copy of the response to the complaining party.
6. Upon receipt of the response, the Department Chair shall contact the complaining party to verify that a copy of the response has been provided.
7. Upon receiving the complaint and response, or if the respondent fails to respond within the 14-day time period, the Department Chair shall appoint a committee to consider the complaint. The committee members shall be disinterested parties who have not had previous involvement in the specific situation forming the basis of the complaint. The Faculty Advisory Board will serve as the Department's official grievance hearing body; the chair for a grievance hearing will be appointed by the Chair of the Department. Faculty Advisory Board members involved in a particular grievance will be replaced for that grievance by another faculty member appointed by the Chair of the Department.
8. Pursuant to USRR 6.8.4.2, the chair of the committee may contact other hearing bodies within the University to determine whether a grievance or complaint involving the underlying occurrence or events is currently pending before or has been decided by any other hearing body.
9. Time limits. To use this procedure, the complainant must file the written complaint with the Department within six months from the action or event that forms the basis of the complaint. The six-month time period shall be calculated using calendar days (including weekends and days during which classes are not in session).
10. Upon receiving the complaint, if the chair of the committee determines that any of the following grounds exist, he or she may recommend to the Department Chair that the complaint be dismissed without further proceedings. The grounds for such dismissal are: (a) the grievance or another grievance involving substantially the same underlying occurrence or events has already been, or is being, adjudicated by proper University procedures; (b) the grievance has not been filed in a timely fashion; (c) the Department Chair lacks jurisdiction over the subject matter or any of the parties; (d) the grievance fails to allege a violation of a University rule; (e) the party filing the grievance lacks standing because he or she has not suffered a distinct injury as a result of the challenged conduct and has not been empowered to bring the complaint on behalf of the University; or (f) the party filing the grievance has been denied the right to file grievances pursuant to USRR 6.5.4.
11. If the chair of the committee determines that a grievance on its face properly should be heard by another body, the chair will recommend that the Department Chair send

the grievance to the appropriate hearing body without further proceedings in the Department. The Department Chair will send a copy of the referral to the complainant(s) and any responding parties.

12. Prior to scheduling a hearing, the parties shall participate in mediation of the dispute unless either party waives mediation. Mediation shall be governed by USRR 6.2.3.
13. If mediation is successful, the mediator will forward to the Department Chair, the committee chair, and all parties a letter describing the outcome of the mediation and the terms upon which the parties have agreed to resolve the dispute. This letter shall be a recommendation to the Department Chair. The Department Chair will notify the mediator, the committee chair, and the parties that the recommendation has been accepted, modified, or rejected. If mediation is not successful, the mediator will notify the Department Chair, the committee chair, and the parties that mediation has terminated. If mediation is not successful, or if it is waived by either party, the grievance committee will schedule a hearing no later than 30 calendar days from the written submission of the complaint. The 30-day period may be extended for good cause as determined by the chair of the committee. The 30-day period shall be suspended during the mediation process. The hearing will be closed unless all parties agree that it shall be public.
14. Each party may represent himself or herself or be represented by an advisor or counsel of his or her choice.
15. Each party has the right to introduce all relevant testimony and documents if the documents have been provided with the complaint or response.
16. Each party shall be entitled to question the other party's witnesses. The committee may question all witnesses.
17. Witnesses other than parties shall leave the hearing room when they are not testifying.
18. The chair of the committee shall have the right to place reasonable time limits on each party's presentation.
19. The chair of the committee shall have the authority and responsibility to keep order, rule on questions of evidence and relevance, and shall possess other reasonable powers necessary for a fair and orderly hearing.
20. The hearing shall not be governed by the rules of evidence, but the chair of the committee may exclude information he or she deems irrelevant, unnecessary, or duplicative. Statements or admissions made as part of the mediation process are not admissible.

21. The committee will make an audiotape of the hearing but not of the deliberations of the committee. The audiotape will be available to the parties, their authorized representatives, the committee and the Department Chair. If a party desires a copy of the audiotape or a transcript of the tape, that party will pay for the cost of such copy or transcript. In the event of an appeal, the audiotape will be provided to the appellate body as part of the record of the case.
22. After the presentation of evidence and arguments, the committee will excuse the parties and deliberate. The committee's decision will be a written recommendation to the Department Chair. The committee shall base its recommendations solely upon the information presented at the hearing.
23. The committee will send its written recommendation to the Department Chair and the parties as soon possible and no later than 14 calendar days after the end of the hearing.
24. Within 14 calendar days of receiving the committee recommendation, the Department Chair will notify the parties of the acceptance, modification, or rejection of the recommendation. The Department Chair will advise the parties of the procedure available to appeal the decision.

## **Appendix 2**

### **Supervision of Graduate Teaching Assistants (GTAs) and Lecturers**

(Lecturer, as used here, is one who is at the same academic level and teaching experience of a GTA and is not a member of the Graduate Teaching Assistant Coalition (GTAC).)

1. The supervisor of a lecturer or GTA is the tenure-track or tenured faculty member designated by the Chair to do so. A faculty member is usually designated so because the teaching specialty is primarily the same as the GTA/Lecturer's. When there is no common teaching ground, the practice is to designate a faculty member whose research and knowledge are close to the course taught by the GTA/Lecturer.
2. When a GTA/Lecturer teaches a course under a faculty who is the instructor-of-record, that faculty member is the supervisor of the course and of the GTA/Lecturer. This designation as supervisor is automatic.
3. When a GTA/Lecturer teaches his/her own courses and the person is the instructor-of-record, the Chair may designate a faculty member to supervise the course. The supervisor approves the course syllabus and may check some tests, examinations and grading for departmental standards.
4. Guidelines for Graduate Teaching Assistant (GTA) and Lecturer Supervision:
  - i. The faculty who supervise Lecturers and GTAs are encouraged to be at the annual Fall GTA orientation. At this time the faculty will meet with the new GTAs and Lecturers and outline a list of expectations required for the class (e.g., GTA/Lecturer must take attendance each class session, must show films during class time, must meet with the faculty member at designated times during the semester, must have a protocol for grading, etc.)
  - ii. Meeting times (weekly, bi-weekly, monthly, etc.) between faculty and GTA/Lecturer must be determined at the beginning of the semester.
  - iii. If GTAs/Lecturers are teaching their own sections that require course syllabi, they must be given a template or a syllabus from the professor before classes commence.
  - iv. Supervision must be formal and regularized. Faculty must establish times once or twice a semester when they will attend GTA/Lecturer sections to evaluate them. At the end of each semester, the faculty member should have a letter of evaluation for each GTA/Lecturer.
  - v. When supervisors visit GTA/Lecturer classes, they must abide by the following protocol: they need to meet with the GTA/Lecturer after the class session and discuss the written letter of evaluation. The GTA/Lecturer has the chance to respond to the evaluation. The faculty member may then revise the letter accordingly before submitting it to the Department Chair for the GTA/Lecturer's file.
5. Complaints or problems with a GTA/Lecturer or with a course taught by a GTA/Lecturer are referred to the faculty supervisor for his/her intervention. For the sake of fairness and justice, the supervisor is expected to hear the GTA/Lecturer's side to arrive at a decision. At every occurrence, the supervisor is expected to hear from both parties involved. The supervisor informs the Chair at

- every occurrence. Except in matters of moral turpitude when it may become necessary to begin proceedings for dismissing someone from his/her job, the following procedure is the normal practice for employees:
- i. Verbal warning to the employee from a supervisor for an infraction.
  - ii. Time given to the employee to correct his/her error.
  - iii. Written warning if the same infraction occurs; verbal warning if it is a different infraction.
  - iv. Final written warning if the same infraction occurs.
  - v. Written recommendation to the Chair requesting that the employee be disciplined or terminated.
6. The Chair must be informed at every step, and the supervisor and the GTA/Lecturer are encouraged to seek the Chair's advice individually or together before matters deteriorate.
  7. The GTA/Lecturer also has the right to approach the Chair when the person thinks s/he has a grievance against the supervisor. The Chair will do everything conciliatory in order to restore collegiality and mutual respect between the GTA/Lecturer and his/her supervisor. When this effort fails the Chair will make a decision or refer the matter to the Grievance Committee, and must do so at the request of one or both parties. That Committee will render the final judgment at the departmental level on which the Chair will act.