



Faculty Senate Meeting Agenda
Virginia Dare Room, Alumni House

Wednesday, October 2, 2013
3:00 – 5:00 PM

TIME	ITEM	ACTION	ENCL
3:00	Welcome: <i>Patricia Sink, Chair of the Faculty Senate</i> Review of Agenda Approval of Minutes: September 4, 2013 Meeting Remarks by the Chair of the Faculty Senate	Yes No	A
3:10	Remarks: <i>Provost David Perrin</i>	No	
3:20	Discussion: Study of Department Governance – Relationships among Department Chairs/Heads, and their Deans and Faculty <i>Bruce Kirchoff, Chair of the Faculty Government Committee</i>	No	B
3:50	<i>Resolution #FS-10022013-01:</i> To revise Academic Calendars of Summer 2014, 2015 & 2016 by adding Memorial Day as University Holiday <i>Susan Shelmerdine, Chair of the Academic Policies and Regulations Committee</i>	Yes	C
4:10	Presentation: "Curriculum Tracking & Mapping throughout the Curriculum" <i>Steve Roberson, Dean of Undergraduate Studies, & Roy Schwartzman, Communication Studies & Director of CAC Program</i>	No	
4:40	Report of September 2013 UNC Faculty Assembly Meeting <i>Kevin Lowe (B&E), Head of the UNCG Faculty Delegation</i>	No	
4:50	Floor Open for Continuation of Discussion, Question and Identification of Issues for Consideration during 2013-2014	No	
5:00	Adjournment	Yes	

ANNOUNCEMENTS

Refreshments will be available from 2:30-3:00 pm. Please come early to socialize if your schedule permits. NOTE: Senators sit at the table according to their name cards; non-voting members and gallery sit in the chairs around the perimeter of the room.

Faculty Senate Forum
Topic: Discussion of the UNCG Provost Search
Wednesday, October 16, 2013, Virginia Dare Room

Next Senate Session will be on Wednesday, November 6, 2013
(Agenda Items Due: 5pm on Wednesday, October 23, 2013)

**Minutes of the Faculty Senate Meeting
September 4, 2013
3:00-5:00 pm
Virginia Dare Room
Patricia Sink, Chair**

Draft Pending Approval at the October 2, 2013 Faculty Senate Meeting

Agenda Item & Presenter	Discussion/Motion	Outcome
<p>Welcome & Review of Agenda: <i>Senate Chair</i> <i>Patti Sink</i></p>	<p>The Senate Chair opened the meeting at 3:00 p.m. She introduced and welcomed UNCG's Board of Trustees Chair David Sprinkle, and new non-tenure-track faculty Senators, Wade Maki and Stoel Burrowes, both from the College of Arts and Sciences. The Chair announced a revision to the agenda by reviewing the agenda before reviewing and approving the April 2013 minutes. She asked if there were other changes. There were none; the agenda proceeded as revised and reviewed.</p>	
<p>Review/Approve Minutes of April 3, 2013: <i>Senate Chair</i> <i>Patti Sink</i></p>	<p>Approval of minutes from April 3, 2013 Faculty Senate meeting Motion to accept: Jewell Cooper Second: Deb Bell Vote: Unanimously in favor.</p>	<p>Minutes Approved</p>
<p>Remarks: <i>Senate Chair:</i> <i>Patti Sink</i> achieve something great</p>	<p>Through shared governance and collaborations of 37 Senators with students, faculty and administrators, Sink reaffirmed that purposes of the Senate are to:</p> <ul style="list-style-type: none"> • protect the academic vitality for undergraduate and graduate students, and • defend academic freedom in teaching and scholarship of UNCG Faculty. <p>She emphasized that Faculty Senators are collectively responsible for: (a) undergraduate and graduate curricula, (b) academic policies and regulations, (c) promotion and tenure policies, and (d) faculty development and welfare. Sink maintained that informed decisions and strong foundations for <i>inspiring education</i> occur as a result of the Faculty Senate's active partnership with UNCG's vibrant community of students, faculty and administrators.</p>	
<p>Remarks: <i>Chancellor,</i> <i>Linda Brady</i></p>	<p>The Chancellor reiterated the theme of her State of the Campus address, our shared belief in the power of education to change lives, transform economies, and revitalize communities. The Chancellor continued. "Today, during a time of continuing economic uncertainty and public challenges surrounding the role of higher education, faculty, through their hard work and dedication, enable students to succeed and this community to excel. Despite the continuing challenges we face, the campus must continue to plan for the future. UNCG's current Strategic Plan expires in December 2014. Our last planning process began in the fall of 2008 and concluded in 2009. We have many positive results to show for the efforts of our faculty, staff, and administrators under that plan. At the same time, the extended economic downturn has impacted our ability to invest the needed resources to achieve all of the goals we identified. The economy recovery has been slow in North Carolina. We continue to face budget cuts (now a total of approximately \$90 million in permanent and one-time cuts since 2008), while many other states (including our neighbors in Virginia and South Carolina) are making new investments in higher education. We have experienced dramatic political and leadership transitions within the NC General Assembly and the UNC Board of Governors, leading to a greater focus on enhanced efficiencies, effectiveness, and accountability.</p>	

	<p>The Board of Governors has approved a new Strategic Plan for the UNC System (Strategic Directions), explicitly defined as a “compact with North Carolina,” a plan that emphasizes providing the opportunity for success for all students, value for students and for North Carolina, solutions to North Carolina’s biggest challenges, and connection and engagement with North Carolina communities. The last five years have seen rapid technological changes (in fact, the term MOOC was not then part of our vocabulary), creating both challenges and opportunities for colleges and universities as we consider how best to serve students seeking multiple pathways to a degree. We now have an opportunity and a responsibility to: (1) examine our current environment; (2) evaluate and recommit to our core values; and (3) determine/reimagine our future. <i>I recommended that we undertake a two-year planning process, one which will enable the campus to define a strategic vision for UNCG and develop our next Strategic Plan, which should focus on a 10-year planning horizon taking us to 2025.</i></p> <p>This process must be shaped by the entire community (faculty, staff, students, administrators, alumni, and representatives of Greensboro), with broad input provided to a Steering Committee fully representative of this community. I welcome input on how best to structure this committee and its work, as well as its relationship to our governance structure. I propose that we begin with a community-wide conversation through forums and small-group discussions, designed to answer the following questions regarding our commitment, our future, <i>before</i> we begin writing our next strategic plan:</p> <ul style="list-style-type: none"> • What will a great public university look like in 2025? • What are the distinctive strengths of UNCG that differentiate us and that we should build on in the future? • What are the important issues UNCG should address to enhance our impact in local, national, and global communities? <p>The goal would be to reach consensus by the end of the current academic year on the three to five high level milestones that will provide the basis for the development of a formal Strategic Plan 2025 during the 2014-15 academic year. I welcome feedback on this approach.</p> <p>The dates of this year’s Board of Trustees meeting, which are open to the university, are: December 5-6, 2013; February 19-20, 2014; April 30-May 1, 2014. Day one is devoted to committee meetings in Elliot Center, and day two to the Board meeting in the Virginia Dare Room."</p>	
<p><i>Remarks: Provost David Perrin</i></p>	<p>The Provost explained that the philosophy that guides his thinking in terms of the budget is to protect those areas with the greatest potential decline. Before he began to discuss the figures, the Provost cautioned Senators that <i>his figures are approximate only</i>, as the census of fall enrollments has not been completed. The Provost continued. "There is a 4% tuition increase for 2013-2014 already planned that will yield approximately \$2.6 million, \$1.7 million of which will be applied to faculty retention, \$60,000 to financial aid, and \$150,000 to support positions. The Deans have been allocated \$1.4 million to make decisions about and apply to their respective units. In 2014-2015 there will be no increase to instate tuition and not much flexibility. Census date will be completed Friday, but so far, we are down in every category except certificate programs. Admissions are down 2.5% for undergraduate students, and 3.8% for graduate students. We are down 3% in master's students and 6.2% in doctoral students. The crucial question is how much we will lose due to enrollment projections. Will we be required to return money? Bloomberg</p>	

	<p>has an article this week about the national decline in enrollments. They were down 500,000 last year. Jim Black, who has worked with Strategic Enrollment Planning in the past, is with us again. On a positive note, the increases in the quality of incoming students is evident. We are up 8 points in SAT scores. In diversity of freshmen, we are up a percentage point to 45.3%. Retention is down 2% to 73.9% . Our four-year graduation rate is up 2% to 33%, and the six-year graduation rate is up also at 55.4%.</p> <p>Following the Provost's remarks about the budget and enrollment, he announced the he plans to return to the university's teaching faculty and would be stepping down as the Provost and Executive Vice Chancellor at the end of this academic year after seven years of service—"a long time for this job," said Provost Perrin. The Provost explained that a search firm will be appointed to identify a qualified replacement. Provost Perrin said, "it has been an honor and a thrill to serve this wonderful university for six years as a Dean and seven years as the Provost. I am looking forward to preparing for the next phase of my career as Professor of Kinesiology."</p> <p>Upon completion of the Provost's remarks, the Senators applauded his service. Sink thanked Provost Perrin for his continuing leadership this academic year and in the past, and stressed that the Faculty Senators would pay a special recognition to the excellence of his service at the end of the academic year. Veronica Grossi asked about the search for a new Associate Provost for Enrollment Management at the same time we are building a huge new recreation center. The Provost explained that the position had been eliminated in 2004, and that the reinstatement of the enrollment-management position was necessary. Chair Sink asked Grossi to defer additional discussion of her question to the last thirty minutes of the agenda, devoted to an open discussion of prospective issues, questions and concerns for the Faculty Senate's consideration during 2013-2014. Sink asked Immediate-Past Chair John Lepri to present his annual report on the Faculty Senate work and actions items that were passed during 2012-2013</p>	
<p><i>Report on Action Items Passed by the Senate in 2012-2013</i> Past Chair John Lepri</p>	<p>Lepri referred the Senate to Enclosure B, a summary of last year's accomplishments that he also reported to the Board of Trustees, along with a summary of action items forwarded to the Chancellor for approval. He asked new senators to review them carefully, as there have been some big changes. He noted that after Spoma Jovanovic's term as Chair during 2014-2015, the term for Chair will be extended to two years to ensure some continuity.</p>	
<p><i>Summary of Annual Committee Reports 2012-13 Faculty Senate</i> Jim Carmichael, Secretary</p>	<p>Secretary Carmichael thanked Committee Chairs for submitting outstanding reports. He referred the Senators to Enclosure C for the summary of reports on the activities of various committees.</p>	
<p><i>Report of 2012-13 Undergraduate Curriculum Committee</i> Jenny Dale, Chair UCC</p>	<p>Jenny Dale presented the report (Enclosure D) of the UCC. She noted that this year the Committee will need to change the charge under which it operates.</p>	

<p><i>Report of 2012-13 Graduate Studies Committee Kenneth Klase, Chair, GSC</i></p>	<p>Reporting for Ken Klase, Chair of the GSC, Ken referred senators to Enclosure E, and said that, similar to the UCC, the GSC also may bring to the Senate a proposal to clarify its operational charge and functions.</p>	
<p><i>Update on Global Engagement QEP @UNCG Vidya Gargeya and John Sopper Co-Directors QEP Steering Committee and Design Team</i></p>	<p>Vidya Gargeya referred Senators to enclosure F. He indicated that the handout gives an update of progress of the QEP Steering Committee since December 5, 2012. In February 2013 by a wide vote across campus, the QEP of Global engagement was chosen. Gargeya indicated that the QEP Steering Committee consists of 70% faculty members, and that in the design team of 15-16 people, 80% are faculty members. There were a total of 4 faculty forums on the QEP. During the summer (June 3-4), planning for the Global Engagement QEP was activated with a committee of over 40 Faculty members, and with 10 to 12 administrators and staff. Gargeya explained that John Sopper, the QEP Steering Committee Members, and he are visiting all 45 departments on campus.</p> <p>Gargeya and John Sopper continued. "The goal is to collect baseline data related to the QEP, and to determine what courses and assignments align with the QEP SLOs. Several QEP Forums are planned, including:</p> <ul style="list-style-type: none"> • September 23rd – QEP Forum on Assessment, • November 18th – QEP forum on Draft Document. <p>On March 19-21, 2014, The SACS reaffirmation visit occurs, and everyone on campus needs to know that our QEP is Global. Engagement. The Global Engagement QEP has three Student Learning Outcomes (SLOs), including:</p> <ul style="list-style-type: none"> • knowledge of contemporary issues within a global framework (knowledge); • openness to seeing and experiencing new ways of thinking and engaging diverse cultural situations (attitudes); • ability to engage in a culturally appropriate manner in international, cross-cultural, and/or multicultural contexts (skills). <p>Proposed Strategies for QEP (August 2013) include:</p> <ul style="list-style-type: none"> • First-year summer readings & activities; • First-year learning communities and Foundations for Learning (FFL) courses (i.e., 40% of our students are enrolled in these Communities and FFL Course); • <i>Intercultural Development Inventory</i> (IDI), for assessing comfort and facility in working with difference, administered to freshman to collect baseline data, • First-year introduction to study abroad and the Global Leadership Program (GLP); • Upper-division participation in GLP, study abroad, service-learning, and undergraduate research; • Curriculum & Capstone: Participation in major courses, capstone courses, internships & practicums, and IDI re-administered. <p>Parliamentarian Dan Winkler addressed a question to Chancellor Brady: How do we parlay initiating the QEP with the mission of the UNC System? Everything in Raleigh looks like it's numbers driven, not program focused. Chancellor Brady responded as follows. "Our QEP is important to enhancing student learning. Persons to whom the Chancellor talks support global/international engagement. The UNC Strategic Plan includes the global</p>	

	<p>priority. The challenge is to move the General Assembly from directing the university system to implement a plan absent resources to an approach that invests whatever appropriate plan we take to enhance student learning. We have to document what we're accomplishing with students—that's the key—a degree is not enough; they want students who can be successful."</p> <p>Rebecca Adams offered the information that she is a SACS Board Member, and that the QEP will not be approved if assessment is not of high quality.</p> <p>Sink thanked Vidya Gorgeya and John Sopper for their informative presentation about the QEP, and said that the Senate looks forward to their follow-up and update during Spring Semester.</p>	
<p><i>Open Discussion</i> <i>Patti Sink, Chair</i></p>	<p>Sink welcomed BOT Board Member Linda Carlyle, who stood and was recognized by the Faculty Senators. Sink identified six Faculty Committees that need Senate Liaisons. She asked Senators to reflect on their schedules and volunteer for these vacancies, as appropriate.</p> <p>The Chair called for open discussion during the last half hour of the meeting and offered suggestions for topics to be considered during 2013-2014, including the following:</p> <ul style="list-style-type: none"> • Strategic planning – Partnership among administrators, faculty and students; • Global Engagement QEP; • Online instruction and Degree Programs; • Curricular Mapping, GEC, CAC, QEP, and Student Learning Objectives; • Advising and Enrollment Management, • Promotion and Tenure Guideline and Community Engaged Scholarship; • Budget Issues. • Unfinished business from last year: undergraduate appeals process <p>Sink asked if there were other issues, concerns, and questions for Senate consideration.</p> <p>Secretary Carmichael suggested that we return to Veronica Grossi's question, which I will rephrase slightly as she said tuition, and I think she meant student fees. Carmichael continued. "When students may not be completing their degrees in six years because of cost, how can we justify the prospect of increasing student fees over a 30-year period to cover the cost a recreation complex?"</p> <p>Senator Bill Karper asked for the Senate to consider what is happening to state teachers and their tenure being removed. Karper asked, "Shouldn't we formulate a statement on academic freedom?" Sink indicated that the UNCG AAUP and Progressive Scholars of North Carolina possibly are the appropriate associations to study this issue, and to ask to bring findings and possibly a resolution for our endorsement consideration. Senator Deb Bell wondered what kinds of issues are being discussed on other campuses by other Senate Chairs. Is advocacy for [K-12] teachers part of their concern? What about elsewhere in US? What about our own faculty raises? Sink indicated that the Faculty Assembly, which will meet in Raleigh on September 20th, under the strong leadership of Catherine Rigsby, is a venue that may be able to provide us a unified voice or response on this matter from across the UNC Campuses. The Chancellor addressed Bell's concerns by stating that yesterday the Chancellors agreed with System President Tom</p>	

	<p>Ross that Faculty salaries will be a priority, as well as staff salaries, since the UNC system is bleeding personnel.</p> <p>Rebecca Adams asked "how do we defend faculty ownership of curriculum in this climate?" She indicated that SACS can help with assessment—we should be in control of assessment." Dan Winkler said that the Wall Street Journal recently reported on university student exit exams, and that there is pressure to respond to the demand for accountability. Grossi objected to hiring companies to evaluate our work.</p> <p>Talia Fernos suggested the initiation of union activity. Spoma Jovanovic stated that the concerns we had been discussing were usually the function of unions, but of course, NC is a right-to-work state, where collective bargaining is prohibited by law.. She urged Senators to join AAUP, and mentioned the recent Moral Wednesday demonstration that had occurred on the anniversary of the March on Washington in 1963.</p> <p>Erik Ford commented that "there are fewer children—'period', and costs are rising; fewer people can pay. We don't need a consultant to tell us that. We need to plan for contraction, and I don't think we're coming to grips with that concept."</p> <p>Elizabeth Van Horn made the following comments. "We're taking cuts, tuition is raised, enrollment is down, we lose money, and we make more cuts. We have to think differently and stop the cycle. We've identified barriers—finances, competition—and what we're doing is cutting programs and making the school more expensive. We're not maximizing enrollment in Nursing. Why don't we increase enrollment in Nursing?"</p> <p>Jovanovic emphasized the following. "We need to emphasize that higher education is a public good not a private one."</p> <p>Sink stated, "we need a public dialogue to make a decision about areas we want to address and make a difference. The September 18th General Faculty meeting and Convocation provide an opportunity to initiate this decision making. Some good ideas were discussed and identified today." She thanked Senators for their contributions to the discussions that needs to continue.</p>	
<p>Adjournment: <i>Senate Chair</i> <i>Patti Sink</i></p>	<p>The Chair called for a motion to adjourn at 4:59 p.m. Motion and Second: Bill Karper & Donna Nash Vote: Unanimously in favor, and the Senate adjourned.</p>	<p>Adjournment Approved</p>

Respectfully submitted,

Jim Carmichael
Secretary of the Faculty Senate 2013-2014

Questions on the Relationship between Department Chairs/Heads and their Dean and Department

Prepared by the Faculty Government Committee
Bruce Kirchoff (kirchoff@uncg.edu), Chair

Preliminaries

At UNCG department chairs/heads are appointed by the chancellor (who delegates this responsibility to the provost) on the recommendation of the deans. This relationship is spelled out in the *Administrative Guidelines for Creation of Academic Departments and Appointment of Department Heads (The Guidelines)*, which was first formulated in 1983. This document makes it clear that there is no difference between a Chair and a Head at UNCG, and that both positions are appointed and function in the same manner. Because the appointments are made by the administration, chairs/heads owe their primary allegiance to the administration, not to the faculty of their department. The full text of *The Guidelines* is attached to this document, and should be consulted for detailed information about how chairs/heads function at UNCG.

In order to have an effective discussion on the relationship of department heads/chairs to their dean, the faculty needs to be able to form a clear picture of how this relationship works at other institutions. The length of time that the UNCG model has been in place means that many faculty members have difficulty envisioning the effective functioning of any other model. In order to facilitate a campus conversation on this subject, the Provost has offered us the use of the Education Advisory Board (EAB: <http://www.eab.com/>) to prepare a report on the relationship between the chairs/heads to their deans/departments at our peer institutions^{1,2}. The EAB is a private consulting firm (not a board of elected members) that contracts with universities to provide unbiased reports on topics of interest to the administrations and Board of Trustees. In the past few years UNCG has asked the EAB to prepare reports on how candidates for honorary degrees are chosen, and how buildings are named, to give just two examples.

Once the EAB report is complete, the Faculty Government Committee will make it available to the campus community, and will consult with the Faculty Senate and the administration on its findings. Our task will be to investigate whether UNCG would be a better and more efficiently run institution if some rather minor changes in wording were made to Section E of *The Guidelines*. At present it is not known for certain what, if any, changes will be proposed to this document, so no proposals are presented or discussed here. The discussion of possible changes will only begin in earnest after the EAB report has been received. The original timetable for this process called for a year (2013-2014) of conversations around this issue, with recommendations for change, if any, coming to the Faculty Senate and General

¹ UNCG's peer institutions are: Bowling Green State University-Main Campus, Florida International University, Indiana State University, Indiana University-Purdue University-Indianapolis, Kent State University Kent Campus, Middle Tennessee State University, Northern Illinois University, Old Dominion University, Portland State University, The University of Texas, University of Louisville, University of Memphis, University of Southern Mississippi, Virginia Commonwealth University, Western Michigan University. Our "aspirational peers are: University of Central Florida, Georgia State University, Oregon State University.

² Peer institutions are selected by the General Administration by a process that is described, in overview, in http://www.northcarolina.edu/hr/unc/classcomp/2011_UNC_Peer_Study_Amended_version.pdf

Faculty in 2014-2015. It is not yet clear how the Provost's recent announcement of his retirement will affect this time table.

Questions for EAB to Focus their Work

The following questions have been developed as preliminary thoughts to bring to the EAB. The Faculty Government Committee will meet with the EAB, the Provost, and the Faculty Senate leadership in mid October to refine the questions and define the scope of the report that EAB will be asked to prepare. Input on the questions that will be presented to the EAB is currently being sought from the Faculty Senate and the General Faculty. Please contact Bruce Kirchoff (kirchoff@uncg.edu) with comments or concerns.

Questions concerning practices at other institutions:

- 1) How are heads/chairs appointed/elected?
 - a. What do they consider the strengths of their approaches?
 - b. Are head/chairs considered faculty or administration?
- 2) What are the implications of the different models of how heads/chairs are appointed/elected for:
 - a. Faculty morale?
 - b. Job satisfaction?
 - c. Institutional functioning?
 - d. Do departments that elect their heads/chairs have more factions than those that have an administratively appointed head?
- 3) What is their work load?
 - a. As heads/chairs
 - b. As faculty members outside of their head/chair duties
- 4) How are they evaluated?
- 5) What is the length of a single term?
 - a. Is there a relationship between the length of their term and how they are appointed/elected?
- 6) How many times can heads/chairs be reappointed?
 - a. What is the total length of time they can serve?
- 7) How can heads/chairs be removed?
 - a. How often does this happen?
 - b. How are they actually removed in practice (by resignation/removal by the dean/no confidence vote of the dept/etc.)?
 - c. In what types of conditions are they removed?
 - d. What is the role of no confidence votes, if any?
- 8) Is there a relationship between the way that heads/chairs are appointed/elected and the number of outside searches for heads/chairs?

Questions regarding practices at UNCG (some of these questions are addressed in *The Guidelines*):

- 1) How are heads/chairs appointed/elected across units?
 - a. How did this policy arise?
 - b. What was the initial justification for the policy when it was adopted?
- 2) How are heads/chairs evaluated in different units?
- 3) What is the length of a term?
 - a. How many times can heads/chairs be reappointed?
 - b. What is the total length of time they can serve?
 - c. Has UNCG's policies on the length of the term changed over time?
- 4) How can heads/chairs be removed?
 - a. How often does this happen?

- b. How are they actually removed in practice (by resignation/removal by the dean/no confidence vote of the dept/etc.)?
 - c. In what types of conditions are they removed?
- 5) Is there variability across the university in practices regarding how heads/chairs are appointed/reviewed?
 - a. Across units?
 - b. Within a unit?

Conduct of the external review by EAB:

- 1) Within a peer-institution, is there variability in practice regarding heads/chairs? If there is, how will a specific unit be selected for inclusion in the report?
- 2) If a survey is used to collect data, it might be good to include an open response section to allow for open-ended comments.
- 3) If a survey is conducted to collect this information, we would like demographic information on who was surveyed.

**ADMINISTRATIVE GUIDELINES FOR CREATION OF ACADEMIC DEPARTMENTS
AND APPOINTMENT OF DEPARTMENT HEADS***
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

**(Approved by the Chancellor, February 17, 1983)
(Revised, January 1994; June 2001)**

Departments in the College and schools are the primary units of education and administration within the academic structure of the University. Normally the College and schools are organized with departments when judged to be supportive academically and administratively of the effective functioning of the unit.

The College and schools are organized under instruments of governance adopted by the faculty of the unit under the leadership of deans and approved by the Chancellor after consultation with the Faculty Senate. Any modifications to such an instrument must be approved by the unit faculty and the Chancellor after consultation with the Faculty Senate.

Normally, the governance structure of the College or schools provides for departmental organization, though exceptions may be authorized by the Chancellor. In such instances the approval procedures described above must be followed.

The following guidelines apply to the governance of departments:

- A. The Chancellor is authorized to create or dissolve academic departments. Normally, proposals for such action are initiated by the faculty of the College or a school and are forwarded to the Chancellor through regular academic channels.
- B. The Provost periodically posts listings of all such approved units. He also monitors the review schedules of department heads and is responsible for ascertaining that reviews proceed according to an established schedule and in conformance with established regulations.
- C. Department heads* are charged with leading and administering departments.
 - (1) Administrative responsibility includes, but is not limited to, program oversight, management of budgeted resources, general coordination of departmental personnel and resources, and professional development of faculty in addition to the specific duties and powers described in the *Handbook for Faculty*.
 - (2) As administrators of departmental budgets, department heads submit to the dean for approval a spending plan for the year. While the dean may add funds to a department's budget or reduce that budget during the year, the intent to do so should be made known to the department head in advance by the dean, with an explanation of the decision. All of the funds for operating departments will normally be assigned to departments at the beginning of the fiscal year and will be subject to the administrative control of department heads.

* The title of the head of a department at the University is either "head" or "chair." The role and formal duties are the same, regardless of the title used.

- (3) Department heads have full access to all pertinent personnel data for each person assigned to the department, review performance, and recommend annual salary changes to the dean for each person (faculty and nonfaculty) in the department. The dean's decision on salary changes for each person in a department will be made known to the department head as promptly as possible, as will final action taken by the Chancellor after being advised in this respect by the Provost.
- D. Service as a department head is incident to a faculty member's regular service to the University as a teacher and scholar. Appointment represents the addition of an important service responsibility rather than any change in the character of the formal appointment. Accordingly, complaints by a department head concerning any policy or practice touching service as a department head may be registered and dealt with by means of the same formal procedures and agencies routinely available to teaching faculty. Normally, however, such complaints will be resolved through informal discussions with the dean or other interested parties.
- E. Department heads are appointed by the Chancellor, normally for four-year terms during which they will serve at the pleasure of the Chancellor.
- (1) Persons appointed normally serve for no more than two consecutive terms.
 - (2) Appointments are subject to review at the end of each term when renewal is contemplated. Deans are responsible to the Provost for conducting such reviews according to an established schedule and procedure. Upon completion of the review, each dean recommends to the Chancellor, through the Provost, either to continue or not to continue appointments. Each dean will consult with full-time members of the department in advance of making a recommendation.
 - (3) In those instances in which an appointment is not continued, a new appointment may be made from inside the department or on the basis of a national search. Deans will make recommendations in this respect to the Provost. Search committees employed to conduct national searches are appointed by the Provost, with the advice of deans. For internal appointments, all full-time faculty persons in the department are eligible. Candidates normally are tenured, with the rank of full professor.
 - (4) The manner in which each dean arrives at a recommendation for appointing a department head may be determined in each school or the College. All full-time departmental faculty members, however, will normally be assembled and consulted by the dean and advised of the recommendation in advance of forwarding the recommendation. No agreement or procedure within any College or school can remove or diminish a dean's authority to recommend appointments or the continuation of appointments.

**The University of North Carolina at Greensboro
Faculty Senate**

Resolution #FS-10022013-01

To Amend the Previously Approved Academic Calendars for
2013-2014, 2014-2015 and 2015-2016.

*Submitted by the Academic Policies & Regulations Committee
Susan Shelmerdine, Chair*

WHEREAS, the Academic Calendars for 2013-2014, 2014-2015 and 2015-2016 were approved by the Faculty Senate (i.e., 2013-2014 on 4/6/2011, and the 2014-2015 & 2015-2016 on 2/6/2013), and,

WHEREAS, the Staff Senate has requested the incorporation of Memorial Day into the Academic Calendar as a University Holiday, with the support of the Chancellor, therefore,

BE IT RESOLVED, that the Academic Calendars for 2013-2014, 2014-2015 and 2015-2016 be amended and approved with the addition of Memorial Day as a holiday.

Faculty Senate Action/Date:	Effective Date: Immediately following all required approvals. implementation of Resolution: The Faculty Senate Office will collaborate with the Office of the Provost to notify affected persons and offices to coordinate the update of printed and electronic forms and publications.
Chancellor Action/Date:	
General Faculty Action/Date:	
Board of Trustees Action/Date:	
UNC GA or BOG Action/Date:	

Summer 2014 Academic Calendar

May 12, Monday	MBA and BLS first summer session classes begin
May 15, Thursday	First summer session classes begin
May 26, Monday	Deadline for graduate students to apply to graduate in summer 2014
May 26, Monday	Memorial Day holiday. Classes dismissed; offices closed on Monday.
June 6, Friday	Final deadline for undergraduates to apply to graduate in summer 2014
June 18, Wednesday	First summer session final examinations
June 19, Thursday	Second summer session classes begin
June 20, Friday	MBA and BLS first summer session final examinations
June 23, Monday	MBA and BLS second summer session classes begin
July 3–4, Thurs.–Fri.	Independence Day holiday. Classes dismissed; offices closed on Friday.
July 25, Friday	Second summer session final examinations
August 5, Tuesday	MBA and BLS second summer session final examinations
August 8, Friday	Summer graduation date

Academic Calendar approved by Faculty Senate 4.6.11; by the Chancellor 6.17.11; Amended 2.1.12.

Note: The University allows for a limited number of excused absences for religious observances required by the faith of the student. Beyond the minimum terms and limits of this policy, instructors maintain authority to establish and enforce this policy for the courses they teach. For the complete policy, see the Class Attendance topic in the Academic Regulations & Policies section of the [Undergraduate Bulletin](#).

See [Parts of Term](#) calendar for registration and grading dates.

Summer 2015 Academic Calendar

May 11, Monday	MBA and BLS first summer session classes begin
May 14, Thursday	First summer session classes begin
May 18, Monday	Deadline for graduate students to apply to graduate in summer 2015
May 25, Monday	Memorial Day holiday. Classes dismissed; offices closed.
June 5, Friday	Final deadline for undergraduates to apply to graduate in summer 2015
June 17, Wednesday	First summer session final examinations
June 18, Thursday	Second summer session classes begin
June 19, Friday	MBA and BLS first summer session final examinations
June 22, Monday	MBA and BLS second summer session classes begin
July 3, Friday	Independence Day holiday. Classes dismissed; offices closed.
July 24, Friday	Second summer session final examinations
August 3, Monday	MBA and BLS second summer session final examinations
August 7, Friday	Summer graduation date

Academic Calendar approved by the Faculty Senate 3.6.13; Approved by the Chancellor 3.28.13.

Note: The University allows for a limited number of excused absences for religious observances required by the faith of the student. Beyond the minimum terms and limits of this policy, instructors maintain authority to establish and enforce this policy for the courses they teach. For the complete policy, see the Class Attendance topic in the Academic Regulations & Policies section of the [Undergraduate Bulletin](#).

See [Parts of Term](#) calendar for registration and grading dates.

Summer 2016 Academic Calendar

May 9, Monday	MBA and BLS first summer session classes begin
May 12, Thursday	First summer session classes begin
May 16, Monday	Deadline for graduate students to apply to graduate in summer 2016
May 30, Monday	Memorial Day holiday. Classes dismissed; offices closed.
June 3, Friday	Final deadline for undergraduates to apply to graduate in summer 2016
June 15, Wednesday	First summer session final examinations
June 16, Thursday	Second summer session classes begin
June 17, Friday	MBA and BLS first summer session final examinations
June 20, Monday	MBA and BLS second summer session classes begin
July 4, Monday	Independence Day holiday. Classes dismissed; offices closed.
July 22, Friday	Second summer session final examinations
August 1, Monday	MBA and BLS second summer session final examinations
August 5, Friday	Summer graduation date

Academic Calendar approved by the Faculty Senate 3.6.13; Approved by the Chancellor 3.28.13.

Note: The University allows for a limited number of excused absences for religious observances required by the faith of the student. Beyond the minimum terms and limits of this policy, instructors maintain authority to establish and enforce this policy for the courses they teach. For the complete policy, see the Class Attendance topic in the Academic Regulations & Policies section of the [Undergraduate Bulletin](#).

See [Parts of Term](#) calendar for registration and grading dates.