

# Governance Document

STUDENT DEVELOPMENT

NOVEMBER 30, 2017

## **1. Name, College Home, & Mission**

- 1.1 Department of Student Development in the College of Education at the University of Massachusetts Amherst.
- 1.2 Mission: The Department of Student Development (SD) focuses on the development of individuals within the context of a variety of formal educational settings (N-16) through the specializations of School Counseling, School Psychology, Social Justice Education, and Special Education. Our research and scholarship are focused on optimizing student success, linked to the study of students and their relationships with peers, educators, and families within their cultures, contexts, and environments. We train future educational professionals to implement evidence based practices. Our work is shaped by our commitment to social justice and diversity to promote equity and access.
- 1.3 Acknowledgment: federal and state laws, UMass Trustee policies (T76-81, the “redbook”), the collective bargaining agreement, and other established university policies shall prevail in instances of conflict with these bylaws.

## **2. Structure**

- 2.1 The Department of Student Development is organized into four concentrations: School Counselor Education, School Psychology, Social Justice Education, and Special Education. The PhD in School Psychology is also designated as a program according to the University and Graduate College. (Within the context of these bylaws, the program and concentration of School Psychology will be referred to collectively as a concentration).
- 2.2 Each concentration will have a coordinator (see Article 4.2 for a description of roles and responsibilities). Two centers are affiliated with the department: The Center for Youth Engagement (CYE), and the Ronald H. Fredrickson Center for School Counseling Outcome Research and Evaluation (CSCORE).

## **3. Faculty Membership**

- 3.1 Per Article 3, Section 3.1 of the Academic Personnel Policy of the University of Massachusetts (Redbook), the faculty have primary responsibility in matters of faculty status and academic matters.
- 3.2 The Department of Student Development is both an academic community and an organized, decision-making body that is accountable for enacting appropriate rights, privileges and responsibilities related to shared governance in the College of Education. Faculty include any departmental staff that hold an academic position per Article 2 of the Academic Personnel Policy of the University of Massachusetts (Redbook). The department faculty includes full-time and part-time tenure track faculty, and full-time and part-time contract faculty (as defined in the agreement between the UMass Board of Trustees and the Massachusetts Society of Professors, article ii). All faculty are entitled to the full benefits of academic freedom, and the rights and responsibilities for providing expertise and input into the functioning of the department.
- 3.3 The Student Development Department abides by the MSP contractual agreements regarding the general rights, privileges, and responsibilities of faculty participating in contractual leaves (family leave, leave without pay, parental leave, sabbatical leave, sick leave).

## **4. Department Leadership**

### **4.1 Department Chair**

- 4.1.1 The department shall be headed by a chair, who will serve as the academic leader and chief executive of the department. In this role, the chair is a catalyst for developing a coherent and shared vision of the department within the context of the College of Education's mission; articulates this vision within a complex system of stakeholders; and positions the department so that it best serves its local, regional, and national/international constituencies. The chair is a teacher/learner who leads a learning community that is intellectually engaging, reflective, equitable, and respectful.
- 4.1.2 The department chair's authority is delegated by the Dean. With this authority, the chair leads and coordinates the department's personnel processes and academic offerings while ensuring the faculty's responsibility in academic matters and faculty status.
- 4.1.3 In consultation with the department faculty the chair will develop and submit an annual departmental resource plan to the Dean. This plan will allocate those resources to promote the departmental vision and College mission.
- 4.1.4 The chair's responsibilities include long-term departmental planning, operations, evaluations, review and approval of resource requests and allocations, department admission procedures, academic outreach proposals, grant proposals, and other matters mandated by College or department governance.
- 4.1.4 The chair will coordinate and document a *Long-Range Hiring Plan* with equitable and direct input from all faculty and staff, and will be based on principles of collaboration and interdisciplinary cooperation among concentrations.
- 4.1.5 The department chair will be elected in accordance with Senate Doc 90-029. A department chair serves for a three year term, but not more than two consecutive terms. It is standard practice in the department for the department chair to resign the position after two terms so the role and responsibilities of leadership may be shared amongst tenured members and concentrations of the department. If the department chair intends to seek a second term, the DPC will design and conduct a fair and equitable process to evaluate the performance of the chair and will present their findings to a full meeting of the faculty without the chair present. The DPC and department chair will meet separately to review the evaluation. The Dean will have final appointing authority.

### **4.2 Concentration Coordinators**

- 4.2.1 Concentration Coordinators will be elected by concentration faculty members. The concentration coordinator's role is to advocate on behalf of the students, faculty, program, and discipline they serve. The role of the concentration coordinator is to implement decisions made jointly with concentration faculty through shared governance.
- 4.2.2 Concentration Coordinators will advocate on behalf of the department to address potentially detrimental situations that threaten achieving the mission of the department and the college.

## **5. Committees**

### **5.1 Standing Committees**

- 5.1.1 Standing committees of the department shall include: (1) Personnel committee (2) Academic Matters committee.
- 5.1.2 Each standing committee will include one member from each concentration.
- 5.1.3 Members of standing committees will have staggered three-year terms.

- 5.1.4 Each standing committee will elect its own chair.
- 5.1.5 Committee chairs will report the activities of the committees at each faculty meeting.
- 5.1.6 Faculty with voting privileges of all ranks may serve on the Academic Matters. Only tenured faculty members may serve on the Department Personnel Committee.
- 5.1.7 Nominations for the Academic Matters Committee and the Personnel Committee shall be completed by the April Department meeting.
- 5.1.8 Elections for the Academic matters and the Personnel committee shall take place and the results announced prior to the beginning of the following academic year.

## 5.2. Department Personnel Committee

- 5.2.1. The personnel committee shall be composed of four tenured department faculty with one representative from each concentration.
- 5.2.2. Nominations may come from any faculty member of the department.
- 5.2.3. Elections for DPC membership shall be conducted by secret ballot.
- 5.2.6. The Personnel committee shall have responsibility for acting on appointments, reappointment, promotion, tenure, and merit. To this end, it evaluates the faculty's teaching, scholarly and or/creative activity and service to the department, university, profession and community. The committee undertakes to inform untenured faculty of their status through periodic reappointment reviews. The committee seeks to clarify for untenured faculty what is expected of them individually well before their tenure review, and to maintain consistency of expectations.

## 5.3 Academic Matters Committee

- 5.3.1. The Academic Matters Committee shall be composed of four faculty members, each from a different concentration with a goal of the composition of the committee being a mix of tenured and non-tenured faculty
- 5.3.2. All members of the faculty shall be eligible to serve on the Academic Matters Committee.
- 5.3.3. Any department faculty may nominate any faculty member to appear on the ballot for election to the Academic Matters Committee.
- 5.3.4. Elections to the Academic Matters Committee shall be by a confidential vote of the faculty.
- 5.3.5. The Academic Matters Committee shall have responsibility for:
  - the review of all curriculum offerings;
  - planning for long term curricular and course offerings;
  - the review of any applications for new programs of study,
  - the development of guidelines for the periodic review of existing academic programs of study;
  - review of the course offerings planned for each semester;
  - facilitating collaboration between department faculty in to support issues of academic matters

## 5.6 Ad Hoc Committees

- 5.6.1 As needed, Ad Hoc committees shall be appointed for a specified period of time by a majority vote of the department faculty. Such committee(s) exist primarily to make specific proposals to the department faculty.

5.6.2. Eligibility requirements for service, committee composition, and procedures for conducting business will be determined by voting faculty at a faculty meeting prior to convening the first Ad Hoc committee meeting.

5.7 Representation by faculty of the department of Student Development on College and University-level Committees

5.7.1 The department of student development will nominate and/or elect a representative, as appropriate, to all standing college and university committees

5.7.2 The College Personnel Committee will be represented by at least one tenured member of the department who will be nominated by members of the department.

5.7.3 The College Academic Matters Committee will be represented by the Chair of the Department Academic Matters Committee or designee.

5.7.4 The Student Development Department and the College of Education's Dean's Area Lecturers are allotted two representatives to the University of Massachusetts's Faculty Senate with 2 representatives. At least one member of the department will serve in accordance to the Faculty Senate's Bylaws, Chapter 2, Section 2-1-3 "Qualified voters with at least one academic year of service shall be eligible for election to the Senate." SD representatives will be nominated by any faculty member in the department and elected via a secret ballot. Senators will serve three year terms.

**6. Department Meetings**

6.1 Department meetings shall be held at least three times during each academic semester (fall, spring).

6.2 The Department chair, in consultation with faculty and staff, shall prepare an agenda for each meeting.

6.3 An agenda shall be posted online or otherwise shared electronically with all faculty and staff.

6.4 Recommendations for action items (i.e., those requiring a vote) shall be discussed at a department meeting prior to a vote by confidential ballot which closes one week after the minutes have been posted for meeting or once all faculty have voted.

6.5 The department administrative assistant or another professional staff member will meet with the department to record minutes of the meeting.

6.6 Minutes of each meeting will be approved prior to closure of the meeting and shared with the faculty electronically.

6.7 At the first faculty meeting of the fall semester we will spend 10 minutes reviewing the norms from the prior year.

6.8 Use of motions in department meetings

6.8.1 The member makes the motion by stating "I move (state the motion)"

6.8.2 A second department member must second the motion by stating "I second the motion" or "second"

6.8.3 The chair restates the motion.

6.8.4 The chair opens the motion up for discussion and sets a time limit for the motion.

6.8.5 The department members participate in a discussion about the motion.

6.8.6 The department chair stops the discussion after the set time limit.

6.8.7 The department chair restates the motion and asks if anyone moves to table the discussion.

- If a department member moves to table the discussion, and the move to table the discussion is seconded, the department chair asks for a vote to table the discussion. If the vote passes (by simple majority) the discussion is tabled and added to the next discussion.
- If the motion is not tabled, the department chair calls for a vote on the motion. The vote on the motion follows the departmental process for votes as described in the bylaws.

## **7. Search Process (faculty positions, lecturers, and part-time faculty)**

### **7.1 Review and Request of Department Personnel Need**

- 7.1.1 Yearly or as needed, the department faculty will identify needs for tenure track faculty members and full-time lecturer searches and prioritize department personnel needs and put forth their recommendations, which are in alignment with the department mission and long-term planning (LRHP), to the administration in the form of a faculty vote.

### **7.2 Appointment and Composition of the Search Committee**

- 7.2.1 The search committee shall be recommended by the department chair in consultation with department faculty.
- 7.2.2 The composition of the search committee will be determined so that it can both identify qualified applicants and fulfill its affirmative action and equal opportunity responsibilities.
- 7.2.3 The search committee shall normally include a representative subset of department faculty, a faculty member from another department within the college, and a student representative. Additional outside members may be included, however, the composition of the committee will always include a majority number of faculty members from the department.

### **7.3 The Search Process**

- 7.3.1 Beyond the search committee, students, staff, faculty from outside the department, and community members will be encouraged to participate in the open activities for applicant finalists.
- 7.3.2 The search committee will follow University guidelines for the search process as documented by Equal Opportunity Development  
<http://www.umass.edu/eod/search.html#8>
- 7.3.3 Following the interview of all candidate finalists, the search committee will lead a discussion with the department faculty. The department faculty and the search committee will then vote via confidential ballot on the acceptability/unacceptability of each final candidate and rank order each of the acceptable candidates unless the hiring authority has requested an unranked list of finalists.
- 7.3.4 The search committee will transmit the written results of the faculty ballot and a summary of the department's discussion to the appointing authority.
- 7.3.5 Yearly or as needed, the department chair and department faculty will identify needs for short term or immediate hiring that will be exempt from the normal schedule.

## **8. Search Process (Chair)**

### **8.1 External Search for Chair**

Selecting a department chair shall be in accordance with Senate Document 90-029A.

8.1.1 When a chair is being sought, the Dean, after consulting with the department Personnel Committee, will appoint a search committee, the majority of which shall be members of the department. The search committee shall present its recommendations to both the department and the Dean. In the event of disagreements between the majority of the department faculty and the Dean (the appointing authority), attempts at resolution shall follow the steps in Sen. Doc. 90-029A.

## 8.2 Search for Chair

If the chair position is being filled by an internal search the following process will be followed:

- 8.2.1 The concentration coordinators will appoint a search committee.
- 8.2.2 The Search Committee will elect a Search Committee Chair.
- 8.2.3 The Search Committee will meet with the dean to discuss the charge and the search process.
- 8.2.4 The Search Committee will draft a message to all department faculty members outlining the search process and requesting nominations or self-nominations to the position of Chair of the Department of Student Development.
- 8.2.5 The Search Committee will send the message to all Student Development faculty members and request nominations and self-nominations.
- 8.2.6 The Search Committee will receive nominations.
- 8.2.7 The Search Committee will contact all faculty members who were nominated to the position of Chair to determine if the faculty member is interested in the position. Then the Search Committee will develop a list of the final nominees.
- 8.2.8 The Search Committee will share the list of nominees with the Dean and the department.
- 8.2.9 The Search Committee will request the following from each nominee:
  - A current CV
  - A letter describing the qualifications to serve as Chair and statement of their beliefs about the role of a Chair
- 8.2.10 All materials will be shared with the department faculty via email and the nominee will be informed that all faculty will have access to the CV and the letter.
- 8.2.11 The Search Committee will schedule and convene a faculty discussion with each nominee in which the Search Committee and department faculty will have the opportunity to meet with the nominees. The meeting will be videotaped. If a faculty member is unable to attend the meeting, he or she can watch the videotape. The video will be available to view in a room at Furcolo. Any member of the department can request to view the tape. Anyone who signs out the tape must sign an agreement that he or she will not copy or share the videotape with anyone outside of the department. At the completion of the search process, the videotape will be erased or destroyed.
- 8.2.12 The Search Committee will conduct a confidential vote of the faculty, following departmental procedures for voting. On the ballot each faculty member will vote on the acceptability of each nominee as well as their choice for the position of Chair.
- 8.2.13 The Search Committee will tally the votes and summarize the views of the faculty in a written report.
- 8.2.14 The Search Committee will send the written report to the dean.

### 8.3 Term of Office and Interim Chair Appointments

8.3.1 The appointment of an internal chair shall normally be made for a period of three years.

The appointment of an external chair shall normally be made for a period of at least three but not more than five years. The terms of office within these limits shall be determined by the Dean after consultation with the department Personnel Committee. In an emergency, the Dean shall make an appointment from a list from the Department Personnel Committee (DPC). When possible, the DPC will follow the internal search process. The initial interim chair appointment cannot not exceed one year. The Dean may extend the term of office only with the consultation of the DPC. [See Senate Doc 90-029C]

8.3.2 At the end of the chair's term, whether internally or externally searched, a reappointment is initiated. Resignations or petitions for removal will be handled according to Senate Doc 90-029A.

## 9. Reappointment, Promotion, and Tenure (RPT)

### 9.1 External & Internal Reviews

#### 9.1.1 External Letters of Recommendation in Personnel Decisions

The use of External Letter of Recommendation in Personnel Matters will be consistent with current university personnel policies (the Red Book) and current collective bargaining agreements (the MSP Contract)

9.1.2 For appointment at or promotion to the rank of associate professor and professor and for all tenure recommendations, the chairperson/head shall solicit outside letters of reference drawn from a list of scholars and/or professionals. The solicited referees shall include scholars and professionals from among those suggested by the faculty member (if he/she wishes to do so), but the list is not limited to those the faculty member suggests. Prior to this solicitation, the candidate shall be provided with a copy of the solicitation letter and the list of proposed referees and shall be given an opportunity to comment on the appropriateness of both.

9.1.3 Letters will be obtained from 5-6 external references. The faculty member may offer a list of reviewers for the Chairperson to consider. External reviewers from this list should be fairly represented among those who are solicited for review.

9.1.4 The basic file will include external letters of reference solicited by the chairperson/head that includes a description of the professional standing\* of the writers of letters of reference from outside the University and a statement of any relationship the writer may have had to the faculty member.

\*"Standing" refers to the individual's status with respect to her/his reputation, position, and rank within the academic field.

Reviewers will be asked to assess the originality and influence of a candidate's portfolio, the ways in which it displays independence from dissertation work or post---doctoral training, and the trajectory or promise it manifests going forward are needed.

9.1.5 All letters will be solicited from scholars who are "arm's length" from the candidate (meaning, for example, that they have not been thesis or post---doctoral advisors, recent collaborators, or personal friends). The majority of letters will be solicited from scholars who work at peer institutions (meaning other flagship public universities or their equivalents in private colleges and universities). Since many distinguished scholars work at smaller institutions and their input is highly valued as well, letters from these individuals may be solicited at the chair's discretion.



9.1.6 The appropriate federal and state statutes will govern the confidentiality of the letters. The faculty member shall be given an opportunity to voluntarily waive his/her right to access to letters of recommendations obtained in connection with personnel actions using the university's approved forms. Such waiver shall be for a specific personnel action(s) and cannot be retracted.

## 9.2 Internal Letters of Recommendation in Personnel Decisions

9.2.1 The use of Internal Letters of Recommendation in Personnel Matters will be consistent with current university personnel policies (the Red Book) and current collective bargaining agreements (the MSP Contract). For appointment at or promotion to the rank of associate professor and professor and for all tenure recommendations, the chairperson/head shall announce the upcoming review in meetings (e.g. Department and College Meeting) and in relevant College publications (e.g. the Beacon) and invite faculty, staff and students to write letters of reference. Only signed letters from members of the community will be included in the faculty member's file. These letters will not be confidential to the faculty member and s/he may submit comments regarding any or all internal letters. The chair may also individually solicit internal letters and those would be confidential if the candidate has waived access rights.

### 9.2.2 Methods for evaluation

**Research** may include the development and dissemination of knowledge through scholarly, creative, and professional activities that reflect and contribute to developments in the faculty member's academic field. This may include qualitative and quantitative research, synthesis or analysis of past research or theoretical/conceptual models, as well as other creative and professional activities.

**Evaluation of research activities** will include a review of the faculty's narrative research statement, a review of copies and reviews of published works and/or evidence of other professional activities and accomplishments, as well as a review of external letters. The faculty's documentation of research excellence should demonstrate: (a) a clear programmatic focus of scholarship, (b) sustained research productivity over the review period demonstrated through presentations and publications, (c) a balance in independent and collaborative scholarship with colleagues and students, with a trajectory demonstrating an increase in first authored work over time, (d) demonstration of the faculty member's ability to publish in nationally recognized scholarly journals and prioritize journals that have a positive reputation of influencing their academic field, and (e) external letters indicating the perceived strength of the faculty member's research. Publications and presentations may include: articles in national refereed journals, books, book chapters, curriculum or assessment materials; as well as presentations at local, national, and international conferences.

**Teaching** may include the following activities: credit based instructional activities (e.g., courses, labs, clinics, practica/internships, independent study); student advising, chairing and serving on student committees, course and program development, mentoring of graduate students, development of courseware and instructional materials, manuals and policies.

**Evaluation of teaching** activities may include: (a) student course evaluations; (b) peer review of classroom instruction; (c) evaluations by Student Advisory Committee (from

concentration with additional info for students who have knowledge of the professor); (d) external reviews of course syllabi; (e) student evaluations of advising and mentoring and; (f) evidence of other instructional and advising activities including awards and honors.

**Service** may include: serving on departmental, college, and university committees, service to the profession, and the community. Department, college and university committees should be shared commensurate to tenure with fewer committees prior to tenure. Service to the profession may include journal editorships, serving on editorial boards, serving on review panels, holding office in professional organizations, and serving as peer reviewers for the evaluation of manuscripts, books, journal articles, and research proposals. Service to the community may include membership and office in governmental or other advisory committees, and public relations and outreach activities such as presentations to civic and community organizations.

**Evaluation of service** activities may include: (a) documentation of service activities listed on the curriculum vita; (b) letters from internal and/or external professional and community organizations and; (c) awards and honors

## **10. By-laws Implementation and Amendments**

10.1 Recommendations for changes in these bylaws may be proposed by the Department Chair or by any voting faculty member.

10.2 A statement of the proposed changes, which shall include the existing and the proposed language, will be submitted to the faculty in writing prior to discussion.

10.3 Any proposed changes will be discussed in a minimum of two department meetings on separate days.

10.4 Recommended changes to the governance procedures must be approved by three fifths (3/5) of the voting faculty (including Department chair) in a confidential ballot.