

Governing Regulation
PART VII
Organization of Educational Units

I. Purpose

For the purpose of administering the various programs of the University, there are two types of units within the University: educational and administrative units. An “educational unit” engages in all three areas of educational activity -- instruction, research or other creative activities, and service -- as its mission and has a faculty employee as its chief administrative officer. An “administrative unit” provides an array of services that support the vision, mission, and values of the University. An “administrative unit” may engage in some educationally related activity in support of those services that the unit provides, but an administrative unit does not engage in all three educational activities as the unit’s mission. The chief administrator officer of an administrative unit may be a staff or faculty employee.

All educational units of the University shall be established, altered, abolished, or have the reporting relationship changed upon a final vote of the Board of Trustees. The President and Provost shall seek the recommendation of the University Senate before making a recommendation to the Board on an action that establishes, alters, or abolishes an educational unit, or changes the reporting relationship of an educational unit. (GR IV.C.5) For matters having to do with the organization of the University as it affects academic policies, the Board relies upon the advice of the University Senate and that of the President. For matters concerning administrative organization and the authority and responsibilities of the administrative officers of the University, the Board relies upon the advice of the President. Educational and administrative units are subject to the appropriate periodic review processes. (GR IX)

The educational and administrative organization of the University shall be such as to minimize duplication of effort and to enable the University to operate as a single, closely integrated institution. Toward that objective, the regulations below first define the various kinds of educational units and the titles of their chief administrative officers (GR VII.A, B); then define the membership of the faculty bodies of respective educational units and the educational policy-making authorities of those faculty bodies (GR VII.C); and finally define the managerial policy-making authorities of the respective chief administrative officers of the educational units (GR VII.D). In all cases, it is the intent of these Governing Regulations that faculty bodies and administrators will reciprocally solicit and utilize the expertise of the other as each makes decisions in their respective areas of policy-making authority (GR I.G).

A. Educational Units

The major educational units of the University are colleges, the Libraries, and the Graduate School. For purposes of the *Governing Regulations*, the Libraries and the Graduate School are equivalent to a college. The dean is the chief administrative officer of a college, the Libraries, and the Graduate School. For purposes of this *Governing Regulation*, the term “educational unit administrator” means the individual serving as the chief administrative officer of an educational unit within a college or as the chief administrative officer of an institute or multidisciplinary research center.

There are three categories of educational units that may offer credit-bearing courses, certificates or degree programs, and which may also serve as a unit of faculty appointment: (1) institutes and multidisciplinary research centers; (2) interdisciplinary instructional programs; and, (3) departments or schools, graduate centers, and colleges without either departments or schools.

Institutes and Multidisciplinary Research Centers

1. Definition

Institutes and multidisciplinary research centers are research-intensive units. Institutes and multidisciplinary research centers are also engaged in instructional activities (e.g., by offering credit-bearing or non credit-bearing courses and participating in student training), and service and engagement activities (e.g., through the dissemination of the unit's research findings).

2. Faculty Appointment

Institutes and multidisciplinary research centers may serve as units of faculty appointment under the following conditions:

- a. Primary faculty appointments shall be limited to faculty employees in a tenure-ineligible series.
- b. Secondary faculty appointments may be offered in any faculty series.

3. Instruction-related Policies

- a. Institutes and multidisciplinary research centers may offer certificates and credit-bearing courses but shall not offer degree programs.
- b. Institutes and multidisciplinary research centers offering a

certificate or providing a required course in a degree program hosted by another educational unit shall have a sufficient number of budgeted faculty appointments to develop, propose, and provide such courses or certificates.

4. Educational Unit Administrator

a. The director is the educational unit administrator of an institute or multidisciplinary research center. A tenured faculty employee shall serve as the director of an institute or multidisciplinary research center in which a faculty employee in a tenure-eligible series has been offered a secondary appointment in the unit.

b. Institutes and multidisciplinary research units are administratively responsible to the Vice President for Research unless the administrative responsibility has been delegated otherwise by the Provost, in consultation with the University Senate.

Interdisciplinary Instructional Programs

1. Definition

Interdisciplinary instructional programs are educational units that offer interdisciplinary degree programs at the undergraduate level. Interdisciplinary instructional programs utilize faculty from a variety of departments, schools, or colleges.

2. Faculty Appointment

Interdisciplinary instructional programs shall only offer secondary faculty appointments.

3. Instruction-related Policies

Interdisciplinary instructional programs shall have a sufficient number of budgeted faculty (secondary) appointments to provide on a regular basis the required courses of the degree program.

4. Educational Unit Administrator

a. The director is the educational unit administrator of an interdisciplinary instructional program. The director of an interdisciplinary

instructional program shall be a tenured faculty employee of one of the educational units participating in the program.

b. The program shall be administratively housed in the college from which the program faculty are drawn or, in instances where an interdisciplinary instructional program draws faculty from two or more colleges, the Provost, in consultation with the University Senate, shall recommend to the President the appropriate educational unit to administer the program.

Departments, Schools, Graduate Centers and Colleges without Either Departments or Schools

1. Definition

Departments, schools and graduate centers are primary educational units within colleges. Schools and graduate centers are also primary educational units within the Graduate School. Colleges without either departments or schools are assigned the duties and responsibilities of departments.

2. Faculty Appointment

a. Departments, schools, graduate centers, and colleges without either departments or schools may serve as units of primary faculty appointment in the tenure-eligible faculty series.

b. Departments, schools, graduate centers, and colleges without either departments or schools may serve as units of secondary appointment in any faculty series.

3. Instruction-related Policies

a. Departments, schools and colleges without either departments or schools may offer credit-bearing courses, undergraduate, graduate and professional degree programs, and certificates. These units shall have a sufficient number of budgeted faculty appointments to provide on a regular basis the required courses of any degree program or certificate offered by the unit.

b. A graduate center is a multidisciplinary educational unit that delivers graduate education degree programs, and may offer graduate certificates. Graduate centers shall have a sufficient number of budgeted faculty appointments to provide on a regular basis the required courses of any degree program or certificate offered by the unit.

4. Educational Unit Administrator

a. The chair is the educational unit administrator of a department. The director is the educational unit administrator of a graduate center or school. The director of a graduate center or school shall have any other roles and responsibilities which are delegated to a department chair as set forth in Part VII.B.4. The dean of a college without either departments or schools shall have any other roles and responsibilities which are delegated to a department chair as set forth in Part VII.B.4.

b. A tenured faculty employee shall serve as the educational unit administrator of a department, school, graduate center or college without either departments or schools in which a faculty employee in a tenure-eligible series has been offered a primary or secondary appointment in the unit.

c. Departments and schools are administratively responsible to a college. A school may also be housed in the Graduate School. A graduate center is equivalent to a department and may be located administratively in the Graduate School or other college.

(This section moved to GR X)

B. Administrative Units

[the definition of an “administrative unit” has been moved to the first paragraph of page one. Section “B” will likely be eliminated.]

C. Educational Unit Faculty

1. The Graduate Faculty

(a) Membership

The membership of the Graduate Faculty shall consist of the Dean of the Graduate School and persons who shall possess the following qualifications:

A doctoral degree or its equivalent in scholarly reputation;

The rank of assistant professor (or equivalent) or higher;

Scholarly maturity and professional productivity as demonstrated by publications, editorial services, research surveys, creative work, patents, and research in progress at the time of appointment; and

Definite interest in graduate work and the willingness to participate in the graduate program.

The Dean of the Graduate School confers membership in the Graduate Faculty. The appointments are made following review by the Graduate Council of the qualifications of the persons proposed for membership by the college deans, educational unit administrators, and directors of graduate study, upon the recommendation of the Graduate Faculty of the respective graduate program.

(b) Officers, Committees and Councils

The Graduate Faculty may perform its functions directly, through the Graduate Council, or through standing or special committees which it may appoint or authorize for appointment, or through delegation to faculties in colleges, schools, departments, graduate centers, institutes and multidisciplinary research centers. Councils of the Graduate School may be appointed by the Dean of the Graduate School or elected, as prescribed by the *Rules of the Graduate Faculty* and approved by the University Senate. Copies of minutes of Graduate Faculty meetings and of meetings of Graduate Faculty committees and councils shall be made available to all members of the Graduate Faculty.

(c) Graduate Faculty Functions

Within the limits established by the *Governing Regulations* and the *University Senate Rules*, the Graduate Faculty shall have jurisdiction over all programs leading to research doctorates and all Masters degrees and within those limits shall establish *Rules of the Graduate Faculty* necessary for the performance of its educational policymaking functions. It is the responsibility of the Graduate Faculty to safeguard, promote, and assist in the development of research in all fields. Jurisdiction over all programs leading to doctorates of professional practice shall be prescribed by the *University Senate Rules*.

Copies of the *Rules of the Graduate Faculty* shall be made available to Graduate Faculty members and filed with the Graduate Faculty Dean, the Provost, and the University Senate Council. The Graduate Faculty shall make recommendations to the University Senate on academic matters that require University Senate approval. The Graduate Faculty may make recommendations on other matters to the University Senate, to college or department faculties, to the President or other administrative officers.

The Graduate Council shall have any additional authorities and responsibilities delegated to it by the Dean of the Graduate School, the Graduate Faculty, and the University Senate.

4. Faculties of Colleges

(a) Membership

The voting membership of the faculty of a college consists of the college's regular full-time faculty employees in a tenure-eligible series above the rank of Instructor or Librarian IV. Membership with or without voting privileges in specified areas of the college faculty's responsibilities below may be extended or withdrawn by the above college faculty to any other faculty employee with primary or secondary appointment in the college. These policies for membership and voting privileges, based on rank, series or area of assigned activity, shall be codified in the college rules.

The President is an *ex officio* member of all college faculties.

(b) Officers, Committees and Councils

The college faculty shall establish in its rules the policies for: election of the faculty representatives to its faculty council, its committee structure, the quorum for transaction of its business, and its other parliamentary officers and procedures. The college shall hold regularly scheduled meetings at which the dean, or the dean's designee, shall preside. In addition, the college faculty shall meet in special session on the call of the President, the Provost, the dean of the college, or at the request of a number of its voting membership prescribed in its college rules. Minutes of the meetings of the college faculty and its committees and councils shall be made available to all members of the faculty of the college.

The faculty of a college may, by college rule, delegate a defined part of the determination of its educational policies to the college faculty council. The faculty of a college may also extend membership on the college faculty council to representatives of the student body. The college faculty shall prescribe the number of students, the method of selecting these students, and the voting privileges, if any, in its rules.

After approval of these college faculty rules by the Provost for consistency with these *Governing Regulations*, the *Administrative Regulations*, *University Senate Rules* and *Rules of the Graduate Faculty*, the rules shall be made available to members and filed with the dean of the college, the Provost and the University Senate Council.

(c) College Faculty Functions

The college faculty has the primary responsibility for determining the educational policies of the college. Within the limits established by the *Governing Regulations*, *Administrative Regulations*, *Rules of the University Senate*, and *Rules of the Graduate Faculty*, and in accordance with the policies and procedures codified in its college rules, the faculty shall determine college policies on such matters as academic requirements, curricula, course offerings, undergraduate, graduate and research programs, professional programs, and service functions. Areas of educational responsibility not determined by the college faculty, the Graduate Faculty, or the University Senate are the respective responsibility of the educational units housed within the college.

The college faculty, either directly or through its elected faculty council, shall make recommendations to the University Senate or Graduate Faculty on such matters as require the final approval of those bodies, and it may make recommendations on other matters to the University Senate, the Graduate Faculty, school or department faculties within the college, the President, or to other administrative officials.

The academic or scholastic requirements of a college may exceed, but not be lower than, those established by the University Senate or the Graduate Faculty. The University Senate must approve any such differences in requirements.

In consultation with the college faculty employees, including the faculty council, the Dean shall establish procedures used at the level of the college concerning:

- (1) recommendations on faculty appointments, promotions, reappointments, terminal appointments, post-retirement appointments, the granting of tenure, and decisions not to reappoint;
- (2) the faculty performance evaluations;
- (3) faculty input in the evaluation of the performance of educational unit administrators during the interval between periodic reviews; and
- (4) the assessment of educational programs for the purpose of improving student learning.

In addition to the functions and responsibilities described above, the faculty of a college without either departments or schools shall have any other functions and responsibilities which are delegated to a unit faculty as set forth in Parts VII.A.3 and VII.B.3 herein.

6. Faculties of Departments or Schools, Graduate Centers, and Colleges without either Departments or Schools

(a) Membership

The voting membership of a faculty of a department or school, graduate centers, and college without either departments or schools consists of the faculty employees who hold a regular, full-time primary appointment in a tenure-eligible title series above the rank of Instructor. Membership with or without voting privileges in specified areas of the educational unit faculty's responsibility below may be extended or withdrawn by the above educational unit faculty to any other faculty employee who holds a primary or secondary appointment in the educational unit, or a full-time staff employee who holds a faculty appointment in the college in one of the tenure-ineligible faculty series. These policies for membership and voting privileges, based on rank, series or area of assigned activity, shall be codified in the rules of the educational unit.

(b) Officers and Committees

The educational unit faculty shall establish rules, procedures and a committee structure concerning educational policy matters over which it has jurisdiction and responsibility, and shall establish its quorum for the transaction of business. The educational unit faculty shall hold regularly scheduled meetings, at which the educational unit administrator, or designee, shall preside. In addition, it shall hold special meetings on the call of the dean of the college, the educational administrator, or by a prescribed number of the educational unit's voting faculty. The educational unit administrator is an *ex officio* member of all unit-level committees. Copies of minutes of the educational unit faculty meetings and committee meetings shall be made available to all members of the educational unit faculty.

The above proposed rules, procedures, and committee structure shall be submitted by the unit administrator to the dean of the college, and the Provost for approval for consistency with the *Governing Regulations, Administrative Regulations, University Senate Rules, Rules of the Graduate Faculty*, and rules of the college. Copies of the approved rules, procedures, and committee structure shall be made available to the members of the educational unit faculty and shall be filed with the educational unit administrator, the dean of the college, the Provost, and the University Senate Council.

(c) Unit Faculty Functions

Within the limits established by the *Governing Regulations, Administrative Regulations, University Senate Rules, Rules of the Graduate Faculty*, or the rules of the college of which the educational unit is a part, the educational unit faculty has jurisdiction over matters concerning its educational policies.

The educational unit faculty has primary responsibility for the development of policies on such matters as academic requirements, courses of study, course offerings, graduate and research programs, professional programs, and service functions. Jointly with the educational unit administrator, the unit faculty shall establish procedures to be used within the unit concerning:

- (1) recommendations on faculty appointments, promotions, reappointments, terminal appointments, post-retirement appointments, and the granting of tenure and decisions not to reappoint;
- (2) faculty performance evaluations;
- (3) preparation of budget requests; and
- (4) procedures for assessment of educational programs for the purpose of improving student learning.

The procedures in (1) and (2) above shall include consultation with unit administrators of those units in which the faculty employees have or will have formal secondary appointments.

The educational unit faculty shall develop and approve statements describing the evidences of activity in instruction, research and other creative activity, and service that are appropriate to their field(s) for use in guiding evaluations for retention, promotion and tenure. The statements shall be submitted by the educational unit administrator to the dean for review and final approval before the statements are made operative in the educational unit. Revisions to a unit's statements, upon approval of the educational unit faculty, shall also be submitted by the educational unit administrator to the dean for review and final approval.

The academic or scholastic requirements of a unit may exceed, but not be lower than, those of the school or college of which the unit is a part. The University Senate must approve any such differences in requirements.

4. Faculty of Interdisciplinary Instructional Programs

a. Faculty Membership and Functions

The faculty members of a interdisciplinary instructional program that are responsible for establishing the educational policies of the educational unit shall consist of: (1) a director who also shall be a tenured faculty employee of one of the participating departments or schools; and, (2) the regular, full-time faculty employees in a tenure-eligible title series with secondary appointments to the units and who have recurring, formally assigned, instructional duties in the educational unit. In addition,

membership, with or without voting privileges, may be extended and withdrawn by the above faculty members of the educational unit to any other person assigned to the educational unit to perform instructional duties.

The educational unit faculty shall establish rules, procedures and a committee structure concerning educational policy matters over which it has jurisdiction and responsibility. These proposed rules, procedures and committee structure shall be submitted by the director to the designated reporting official and the Provost for approval for consistency with the *Governing Regulations, Administrative Regulations, University Senate Rules, Rules of the Graduate Faculty* and, where applicable, the rules of the college. Copies of the approved rules, procedures and committee structure shall be made available to the members of the educational unit faculty and shall be filed with the director, the designated reporting official, the Provost, and the University Senate Council.

The educational unit faculty shall develop and approve statements describing the evidences, appropriate to their field(s), of activity in areas of educational responsibility assigned to the educational unit faculty employees for use in guiding evaluations for retention and promotion. Those statements shall be submitted by the director to the designated reporting official for review and final approval before the statements are made operative in the unit. Revisions to a educational unit's statements, upon approval of the educational unit faculty, shall also be submitted by the director to the designated reporting official for review and final approval.

7. Faculty of Institutes and Multidisciplinary Research Centers

(a) Faculty Membership and Functions

The faculty members of an institute or multidisciplinary research center who are responsible for establishing the educational policies of the unit shall consist of faculty members with primary or secondary appointments, as appropriate, in the institute or multidisciplinary research center. These members have voting privileges. Membership with or without voting privileges may be extended or withdrawn by the above institute or multidisciplinary research center faculty to any other faculty employee assigned to the unit to perform one or more educational activities.

The educational unit faculty shall establish rules, procedures and a committee structure concerning educational policy matters over which it has jurisdiction and responsibility. These proposed rules, procedures and committee structure shall be submitted by the director to the designated reporting official and the Provost for approval for consistency with the *Governing Regulations, Administrative Regulations, University Senate Rules,*

Rules of the Graduate Faculty and, where appropriate, the rules of the college. Copies of the approved rules, procedures and committee structure shall be made available to the members of the educational unit faculty and shall be filed with the director, the designated reporting official, the Provost, and the University Senate Council.

The faculty members of an institute or multidisciplinary research center shall develop and approve statements describing the evidences, appropriate to their field(s), of activity in the educational responsibilities assigned to the unit faculty employees for use in guiding evaluations for retention and promotion. Those statements shall be submitted by the director to the designated reporting official for review and final approval before the statements are made operative in the institute or multidisciplinary research center. Revisions to the statements, upon approval of the institute or multidisciplinary center faculty, shall also be submitted by the director to the designated reporting official for review and final approval.

(b) Officers and Committees

8. Student Participation

Rules of procedure in educational units of the University shall provide, when appropriate, for participation of students in the development of educational policies.

B. Administrative Organization of Educational Units

1. Definition

The administrative organization of the University's educational units is determined by the educational and administrative functions assigned to those units. Each administrative officer is responsible to the President, directly or through one or more senior administrative officers, for the efficient operation of the organizational unit or functions for which the administrative officer is responsible. The duties of administrative officers reporting directly to the President shall be those delegated by the President and described in *Administrative Regulation 1:1*. Each administrative officer shall recommend to the appropriate next senior officer the administrative organization necessary to carry out assigned duties. The positions of deans, directors, and chairs of educational units, with descriptions of major duties assigned, are described in these *Governing Regulations*. The Board of Trustees approves major changes in administrative organization.

Each administrative officer is authorized to establish and enforce such policies and procedures as are attendant to delegated administrative duties and to establish administrative and/or advisory committees to aid in the performance of assigned functions.

2. Dean of the Graduate School

The Dean of the Graduate School is chair of the Graduate Faculty and of the Graduate Council and serves as an ex-officio member of all committees of the Graduate School. Under the broad direction of the President and the Provost, the Dean provides general planning, guidance, review, and coordination for all of the University's endeavors in graduate education. The Dean appoints members of the Graduate Faculty. The Dean also recommends on budgets as these may affect graduate education and shall have the same authority and responsibilities as those of a dean of a college in the administration of educational units that might be transferred to or developed under the Office of the Dean of the Graduate School.

The Dean shall speak for the Graduate Faculty. In the event that the Dean believes it necessary to depart from the recommendations of the Graduate Faculty, the Dean shall communicate the Graduate Faculty's recommendation as well as the Dean's recommendation, stating the reasons for differing from the Graduate Faculty's opinion, and notify the Graduate Faculty of such action.

3. Deans of the Colleges

A dean is a tenured faculty employee who serves as the chief administrative officer of a college and is responsible for the enforcement of these *Governing Regulations*, the *Administrative Regulations*, *University Senate Rules*, *Rules of the Graduate Faculty*, and the rules of the college faculty. The dean is authorized to establish and enforce such policies and procedures as are attendant to the administrative management of the operations of the college.

The dean is the chair of the college faculty and an *ex officio* member of all college committees. The dean is charged with overseeing the educational work of the college and its efficient conduct and management in all matters not specifically charged elsewhere. The dean is responsible for:

the implementation of the curricula of the college;

the assessment of educational programs for the purpose of improving student learning and for the quality of instruction;

the assignment of duties to all employees within the college and evaluation of employee performance;

strategic and capital planning;

the submission of the budget request for the college and its administration upon approval;

development activities and public relations; and,

additional administrative responsibilities as delegated by the President or the Provost, which may vary from college to college.

In faculty personnel matters, the dean shall review faculty performance evaluations submitted by unit administrators and shall recommend on salaries, salary changes, appointments, reappointments, terminal appointments, post-retirement appointments, promotions, and granting of tenure and decisions not to reappoint for members of the college, or shall render ultimate action thereon when such authority has been delegated by the President or the Provost.

In connection with the above administrative functions, the dean shall seek the advice of the faculty of the college: 1) individually, 2) as a whole, 3) through the elected college faculty council, or 4) through the faculty advisory committees comprised of faculty employees that the dean may appoint. Staff employees shall be consulted, when appropriate, in the development of administrative policies and decisions that directly affect staff employees.

The dean shall speak for the college. In the event that the dean believes it necessary to depart from recommendations of the college faculty, the dean shall communicate the college faculty's recommendation as well as the dean's recommendation, stating reasons for differing from the college faculty's opinion, and notify the college faculty of such action.

5. Educational Unit Administrators of Departments, Schools, Graduate Centers, and Colleges without either Departments or Schools

The educational unit administrator of a department, school, graduate center or college without either departments or schools leads the educational unit faculty in its development of policies on such matters as academic requirements, courses of study, class schedules, graduate and research programs, professional programs, and service functions. The educational unit administrator, or designee, presides at all educational unit meetings, and is an *ex officio* member of all educational unit committees.

The educational unit administrator has administrative responsibility for implementing the unit's policies and programs within the limits established by these *Governing Regulations, Administrative Regulations, University Senate Rules, Rules of the Graduate Faculty*, and the rules of the college of which it is a part.

The educational unit administrator is responsible for recommendations on the appointment of new faculty employees, promotions, reappointments, terminal

appointments, post-retirement appointments, the granting of tenure, and decisions not to reappoint within the educational unit.

Procedures used in preparing recommendations shall be those established by the University, the college, and the educational unit faculty. At a minimum:

- a. On matters relating to decisions not to reappoint, reappointment, terminal reappointment, or the granting of tenure of persons in any title series, the educational unit administrator shall consult with all tenured faculty employees of the educational unit;
- b. On matters relating to appointment or promotion of any persons in any tenure-eligible title series, the educational unit administrator shall consult with all full-time tenured and tenure-eligible faculty employees of the educational unit, with a rank at or above the rank to which the individual being considered would be appointed or promoted;
- c. On matters relating to appointment, decisions not to reappoint, reappointment, terminal reappointment, or promotions of persons in any tenure-ineligible series, the educational unit administrator shall consult with all full-time faculty employees in the tenure-eligible faculty members of the educational unit (GR VII.A(a)).
- d. On matters relating to appointment or promotion in the tenure-ineligible series, the educational unit administrator shall consult with all full-time faculty employees in the tenure-ineligible series of the individual under consideration who are at or above the rank to which the individual would be appointed or promoted.

All recommendations by the unit administrator on matters listed above, excluding reappointments and post-retirement appointments, shall include the written judgment of each consulted member of the educational unit and, in the case of a secondary appointment, of the unit administrator of any secondary unit with which the individual is, or would be, appointed.

Faculty employees in the tenure-ineligible series shall not be consulted on matters relating to appointment, reappointment, terminal reappointment, decisions not to reappoint, promotion or the granting of tenure of faculty employees in the tenure-eligible title series, except by invitation of the educational unit faculty as provided below.

The faculty employees in the tenure-eligible series of an educational unit may establish policies that extend the above minimum consultation requirements in faculty personnel matters to include the specified participation of other full-time faculty employees in any series in the unit. Once these policies on participation privileges are approved by the faculty employees in the tenure-eligible series of the educational unit (GR VII.A.6(a)) those policies shall be submitted by the educational unit administrator to the dean and Provost for consistency with the *Governing Regulations*, *Administrative Regulations*, and

rules of the College. Once the Provost renders final approval, the policies shall be incorporated into the unit faculty's rules document.

The following exceptions may be made:

(1) faculty employees on approved leave of absence or with a primary administrative, service, or other assignment outside the educational unit, who are otherwise eligible to participate, may, but are not required to, provide written judgments on all recommendations;

(2) faculty employees at the rank of Instructor in any title series participate only upon the granting of participation privileges by the faculty employees of the educational unit in the tenure-eligible series above the rank of Instructor, and

(3) in a large and diverse educational unit, upon prior recommendation by the educational unit faculty (GR VII.A.6.(a)) and approval of the dean and the Provost, consultation with faculty employees may be restricted to those associated with the concerned, previously-defined academic division or program area in the educational unit.

The educational unit administrator is responsible for the periodic evaluation of educational unit faculty employees by procedures and criteria established by the University, the college, and the educational unit faculty members.

The educational unit administrator submits the budget request for the educational unit and administers the budget after its approval. The educational unit administrator also is responsible for making recommendations on salaries, salary changes, and distribution of effort.

In connection with the above major administrative functions, the educational unit administrator shall seek the advice of members of the educational unit department, individually or as a group, or of advisory committees that the educational unit administrator may appoint. Staff employees shall be consulted, when appropriate, by the educational unit administrator, in the development of administrative policies and on decisions that directly affect staff employees.

The educational unit administrator shall speak for the educational unit. In the event that the educational unit administrator believes it necessary to depart from the opinion of the educational unit faculty, the educational unit administrator shall communicate the department faculty's opinion as well as the administrator's recommendation, stating reasons for differing from the unit faculty's opinion, and notify the unit faculty of such action.

6. Directors of Institutes and Multidisciplinary Research Centers

The administrative officer of a multidisciplinary research center or institute is a director, who also shall be a faculty member in a department, school, or college. The director of a multidisciplinary research center or institute is charged with the planning, implementation, coordination, and efficient management of the program and activities of the center or institute. The director shall have the same responsibilities as those of any educational unit administrator relative to faculty members and staff employees with assigned duties in the center or institute. The director shall provide recommendations and advice to appropriate educational unit administrators concerning space, financial, and other resources, as well as the identification of faculty members for assignment of duties in the center or institute. The director shall submit the core budget request for the center or institute and administer this budget after its approval. In addition, the director may have other responsibilities delegated by the Executive Vice President for Research or other academic administrator to whom the center or institute is administratively responsible.

In connection with the above major administrative functions, the director shall seek the advice of the faculty members of the center or institute, individually or as a group, or of advisory committees that may be appointed by the director of the center or institute or by the administrator to whom the center or institute is administratively responsible. The director shall speak for the center or institute and be an *ex officio* member of all of its committees and shall transmit the recommendations of the consulted faculty along with the director's recommendation, if these recommendations are different. Staff employees shall be consulted, when appropriate, by the director, in the development of administrative policies and on decisions that directly affect staff employees.

7. Director of Interdisciplinary Instructional Programs

The director shall be responsible to the dean(s) of the college(s) in which the program is located and advise the dean(s) on personnel and other needs of the program in connection with budget planning. For these administrative purposes, the director shall rely upon the advice of a committee drawn from faculty members participating in the courses composing the curriculum and shall transmit the recommendations of the consulted faculty along with the director's recommendation, if these recommendations are different. Staff employees shall be consulted by the director, when appropriate, in the development of administrative policies and on decisions that directly affect staff employees.