Committee on University Government Report on Proposed Amendments to
The Faculty Code of University Government

For the October 7, 2022 Meeting of the Faculty Council

Overview

Resolution 2022-6 proposes to amend several provisions of *The Faculty Code of University Government* pertaining to the chair of the faculty and to the secretary of the faculty and to establish a timeline for implementing the changes to the *Code.*

Section 1 – Changes pertaining to the Chair of the Faculty
Section 1.1 amends three sections of the *Code*—sections 3-1, 2-10, and 4-5. Taken together, the amendments to these sections:

- Reduce the term of the chair of the faculty from 3 years to 2 years.
- Create the new role of chair-elect and provide that a person elected chair shall serve a 1-year term as chair-elect before assuming the role of chair.
- Make the chair-elect a non-voting ex officio member of the Faculty Executive Committee (FEC) and clarify that a person may not serve on FEC simultaneously as both chair-elect and as an elected member. If an FEC member becomes chair-elect, the member's position is deemed vacant and is filled as otherwise provided in the *Code*.
- Authorize the chair-elect to substitute for the chair during a temporary absence, if requested to do so by the chair.
- Make the immediate past chair a non-voting ex officio member of the Advisory Committee.
- Provide that elections for chair of the faculty will be held every second year.

Section 1.2 provides for delayed implementation of these changes. The person elected chair of the faculty this academic year will assume the position of chair on July 1, 2023, and will serve a 3-year term. The next election for chair of the faculty will occur in academic year 2024-25, and that person will serve one year as chair-elect (while the previous chair is finishing their 3-year term), then 2 years as chair, then one year as immediate past-chair. Subsequent elections will be every other year, and the person elected will progress from chair-elect (1 year) to chair (2 years) to past-chair (1 year).

Section 2 – Changes pertaining to the Secretary of the Faculty
Section 2.1 amends section 3-2 of the *Code* to:

- Reduce the term of the secretary of the faculty from 5 years to 4 years.
- Provide that a person may not serve as Secretary for more than two consecutive terms.
- Update the language regarding permanent records of minutes (they are no longer kept in books).

Section 2.2 provides that the current secretary of the faculty may complete the 5-year term to which she was elected and is eligible for immediate re-election to one four-year term. Future secretaries will be elected every four years and will serve four-year terms, with a maximum of two consecutive terms.

Report

Background

In 2020, some faculty members approached the Committee regarding possible changes to the structure of faculty leadership. Issues raised were related to term limits, roles of the officers, and providing a structure that could promote potential candidates from a wider range of roles, both academic and personal, and backgrounds for leadership positions.

From this request, the Committee embarked on exploring other faculty governance structures and the pros and cons of each proposed structure. Each aspect of the officer positions was reviewed to include election process, terms, and roles.

Methods

(Timeline provided with more specifics at the end of the report)
The exploration included information from:

    Leaders from other institutions

        Provided some clarity on their systems for elections and faculty participation in elected officer roles; UNC faculty governance system had more faculty involvement through elected committees and collaboration with university administration through its officer and committee structures

    Conversations with UNC faculty who expressed ideas about changes to the officer structure

        Suggested term limits for Secretary and recruitment of more diverse candidates for officer roles

    Three previous UNC Chairs – Boxill, Cairns, Parise, Kramer

        Expressed being in favor of having a preparatory year prior to assuming the Chair role, shortening the actual time as Chair, and shortening the term of Secretary

    Three previous UNC Faculty Secretaries – Lensing, Ferrell, Steponaitis

        Provided additional information on election process, securing candidates for office, terms and considerations regarding timing of terms; were asked about support for the Chair-elect and responsibilities of the Secretary to the Chair-elect; approved of the possible *Code* changes being discussed

    Peer and other universities review

(listed at the end of the report)
Demonstrated a wide range of structure, particularly with terms for the Chair and election/selection processes for their faculty officers; Secretary also had a wide range of terms and processes for election/selection

Summary of findings:
The discussion with past UNC officers and UNC faculty as well as leaders from other institutions highlighted the difficulties in finding candidates for the various positions willing and prepared to take on the officer roles. Potential faculty candidates raised issues regarding a sudden shift in responsibilities, both in life and career, without much time allotted for that shift.

The workload the Chair faces in today's higher education environment raised the question of having support while fulfilling the role. When faculty have these concerns, it limits the candidate pool and may exclude more diverse and equally qualified faculty leaders. Some past chairs have not been able to fulfill their three-year terms for a variety of reasons but at least in part because the length and demands of the position. These concerns could be lessened through a change in officer terms and structure to yield a broader field of candidates and a decreased recruiting burden. Finally, the position of Chair has a significant learning curve. It typically takes the full first year for the Chair to be comfortable in the position, and the Chair typically cannot fully perform in the position until the second year. Shortening the term of office, creating positions to assist that Chair, and providing an opportunity for the Chair to learn "how to be Chair" and make career and life shifts before assuming the position of Chair would lessen these challenges.

One of the significant roles of the Secretary is to facilitate faculty governance. The Secretary plays that role in many ways, including by acting as a liaison for various bodies of faculty governance, by coordinating the work of various committees, and by being aware of institutional operations and history. The Secretary position currently has a five-year term. Among the reasons for this longer term are that it provides more continuity in institutional knowledge and that the Secretary plays more a faculty governance operations role than a representative role. At the same time, the five-year term, plus the ability to hold the office for multiple consecutive terms, creates the possibility for entrenchment and limits the opportunities for new people to hold the position. Limiting the term of office for the Secretary and restricting the ability to hold the position for multiple consecutive terms would mitigate these concerns.

Logistical findings:
Chair
Note: (referred to as president at some institutions) (Council referred to as senate at some institutions)

Structure and terms – The range of structures for Chair was from 1) a single role as Chair; 2) Chair-elect and Chair; 3) Chair-elect and Chair and Past Chair; 4) Chair, with a Vice-Chair. The predominant structure was for a Chair-elect, Chair, Past Chair, with Chair-elect, Chair being the second most common. The most common terms for the positions were 1 year as Chair-elect, 1 year as Chair, 1 year as Past Chair. Some institutions had a term of 1 year Chair-elect and then either 2 or 3 years as Chair.

Elections – Some institutions elect Chairs by the faculty council/senate or by a committee, while others elect the Chair by a vote of the full faculty. The nominations are usually completed through a committee, although that committee structure varied greatly from an established committee to an appointed committee to a committee of the whole full faculty council/senate. Eligible nominees could come from the faculty council members, tenured faculty only, or from any eligible faculty member.

Role – In most but not all institutions the Chair presides over their faculty council/senate meetings. In some cases, the chancellor or provost presides over the meetings and handles any actions by the council. In some cases, the president/chancellor is the permanent chair of the council. At many institutions, the chief faculty officer is explicitly described as the chair of the council, and not of the faculty as a whole. In such cases the chair is typically elected by the council from among its members.

Secretary
Note: (referred to as Secretary, at some institution and sometimes as Associate Chair of the Faculty)

Structure and terms – There were not as much available information about the Secretary positions, but the terms ranged from 3 years to unspecified with no clear information on renewal for additional terms

Election – Processes ranged from appointment by a university officer or administrator, to election by faculty council. The nomination processes were not clearly defined for the office of Secretary

Role – Again, the role of the Secretary was not readily available in accessible information but appeared to be a role supportive of faculty governance and the Chair in most cases.

Conclusions
After reviewing all the above information over the past two years, the Committee on University Government developed the following *Code* change proposals:

Chair Structure and Terms:
Chair-elect (1 year) serve on Faculty Executive Committee non-voting *ex officio*; Chair (2 years); Past Chair (1 year) serve on Advisory Committee non-voting *ex-officio*
Rationale:

- Ameliorates the raised issues related to broadening the candidate pool and the ability for the Chair to fulfill the role
- Predominant model seen at other institutions who felt the model supported recruitment of a more diverse background of candidates and helped with preparation for the Chair role and provided some continuity of governance
- Common model faculty have experienced in their professional organizations
- Preparatory year could allow more faculty to consider the role and provide a year to shift teaching, research, or university and professional service commitments as well as personal commitments
- Chair position for two years rather than one because of the complexity of this University and the UNC System may require more than one year for a Chair to address requests and issues raised by the faculty fully

Chair-elect position:

1. prepares for time/effort shift during two years as Chair; allows time for Department Chairs and Deans to work with the elected Chair-elect to shift responsibilities for the two years as Chair
2. reviews *Faculty Code* and roles and responsibilities of the Chair
3. attends FEC meetings to be aware of current and future faculty needs, concerns, and suggestions
4. provides an elected faculty member to substitute in meetings or events for the Chair if requested by the Chair
5. improves continuity of leadership and University knowledge

Chair position:

1. requires two years, instead of three years, of being the central figure of faculty governance and of being available to respond to issues and crises that arise in the University community
2. requires two years, instead of three years, of attending multiple monthly/weekly/biweekly meetings

Immediate Past Chair position:

1. provides insight gained from prior experience into how to organize and to handle the roles and responsibilities of being Chair
2. attends Advisory Committee meeting and provides office and institution memory for ongoing communication with the Chancellor, governing boards, and diverse groups within and beyond the University, continuity of leadership

No changes to the election process other than the change in structure would mean elections occur every two years rather than every three years. **No changes to the Chair role** as defined in the *Code*.

Secretary election and terms

Decrease the term by one year from five years to four years and the renewal limit set to only a second consecutive term.

Rationale:

- The reduction in term may encourage more faculty members to place their names in nomination for Secretary. The office requires a broad and deep understanding of the *Faculty Code*, the structure of UNC Faculty Governance and operations of the faculty governance office, so a shorter term did not seem reasonable for this office given the breadth of responsibilities.
- Term limits are proposed to address the need to have opportunity for more faculty to be involved in faculty leadership positions.

Secretary Role

- No changes in the role of the Secretary are being proposed after reviewing the committees that are assigned to this role. The Secretary really needs to be on all the committees as described under the current *Code*. Some of the committees have tasks that relate directly to Secretary's responsibilities under the *Code*: Nominating, Honorary Degrees and Special Awards, Committee on University Government, and Agenda. Others are important for being in the loop about matters that are of importance to the campus and are therefore likely either to come before Faculty Council or to be assigned to a committee that may request more information, such as the Faculty Executive Committee and the Advisory Committee.

Recommendation:
The Committee on University Government recommends that the election of the new Secretary occur in the fall rather than April election to allow more time for transitioning into the position and for acquiring information and access related to the operation of the faculty governance office. This does not require a *Code* change as the election period is not specified in the *Code.* Given the specific skills and knowledge needed to serve as Secretary and the role being more operational than representative, the Committee's final decision was to leave the election process as is currently outlined in the *Code*. While most likely no candidate would come with all the skills needed for the position, the Advisory Committee can evaluate the nominees for their institutional knowledge, prior leadership experience contributing to understanding parliamentary procedure, committee structures, and legislative procedures, as well as experience with office/personnel management and records development and retention.

Implementation

As stated in the resolution and summary of the *Code* changes, if approved these changes would not go into effect until the next Chair election (spring 2025) and at the end of the current Secretary's term.

In the table below, Chair C will be the first Chair to have an elected past chair for support during the first year of the term and a chair-elect during the second year of the term to provide back-up support as needed and to assist with transition.

Academic Year	Chair elect	Chair	Past Chair
2022 - 2023	Spring election	Mimi Chapman; elect new Chair in the spring 2023	
2023 - 2024		Chair A	
2024 - 2025	Spring election	Chair A	
2025 - 2026	Chair Elect B	Chair A	
2026 - 2027	Spring election	Chair B	
2027-2028	Chair C	Chair B	
2028 - 2029	Spring election	Chair C	Chair B
2029 - 2030	Chair D	Chair C	
2030 - 2031	Spring election	Chair D	Chair C
2031 - 2032	Chair E	Chair D	

NOTE: The current Secretary's term ends June 2026; by vote either renewal of current Secretary (if seeking a renewal) or election of new Secretary, suggested fall of 2025 or usual practice spring of 2026.

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Committee on University Government
Timeline of Discussions Concerning the Structure of Faculty Governance at UNC-CH
(Spring 2013 through Fall 2022)

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Spring 2013
The committee has a discussion regarding the structure of Faculty Governance at UNC-CH in relation to those at other universities. OFG staff compile a summary document describing the governance systems elsewhere

Fall 2014
Discussions regarding the structure of Faculty Governance continue. A new summary document is compiled

Spring 2020
Discussions of this topic resume, prompted by questions and ideas that emerge at FEC focusing especially on the number and structure of faculty officers, and how they are elected. The

committee begins by formulating a list of general criteria that enable good governance. More documents are generated to facilitate these discussions.

Fall 2020
Discussions of this topic continue, including a look at the history of Faculty Governance at UNC-CH. The committee decides to invite faculty officers at a variety of institutions to gain their perspectives on the pros and cons of the systems their universities use. The first two guests come (by Zoom) to the committee's meeting in December:

- Hans Kellner, Chair of the Faculty, NC State University
- Lloyd Kramer, former Chair of Faculty, UNC-Chapel Hill

Spring 2021
More guests are invited to join the committee for Q&A, and interesting discussions ensue. In February, the committee meets with a group of UNC-CH professors who had signed an op-ed in the DTH suggesting changes in the selection process for our Secretary of the Faculty. At the January and April meetings, officers from other institutions either attend via Zoom or provide written answers to a set of questions which are then discussed by the committee:

- Brian Evans, Past Chair of Faculty Council, University of Texas
- Mark Cooper, Faculty Senate Chair, University of South Carolina
- Kathleen Jamieson, Chair of Faculty Senate, University of Pennsylvania
- Susan Cole, Faculty Council Chair, Ohio State University.
- Jennifer Johnson-Hanks, Academic Senate Chair, University of California - Berkeley

Questions sent to guests in advance: 1. Recruitment and sustainability. (Would the addition of a Vice Chair or Chair-elect and Immediate Past Chair with a shorter term for the Chair make it easier to recruit and retain leaders in these roles?) 2. Impact of shared leadership. (Would the addition of a Vice Chair or Chair elect and immediate Past Chair create a team structure, or might it create friction over varying priorities/goals?) 3. How does the leadership structure work in relation to the broader structure for faculty governance? What prior roles are important to have available to create experienced leaders ready for the Chair position? And how is the broader structure organized? How do the roles of the Secretary and Parliamentarian contribute to the success of faculty governance?

Fall 2021/Early spring 2022
Input from the four most recent former Chairs and three previous Secretaries with questions asked of the other institution leaders. Continued discussions around the UNC issues and how *Code* changes could address the issues raised. Initial input from FEC and CAC on the possible structure and term changes.

Spring 2022/early fall 2022

COUG begins reviewing the possible *Code* changes and how they would address the issues raised and studied the previous years. Continues with developing how the new structure would roll out and be implemented. Additional input from FEC and CAC contribute to the final proposed *Code* changes and implementation date. Final *Code* changes and Faculty Council resolution are prepared. A report outlining the work of COUG is prepared in preparation for the introduction and vote on the proposed *Code* changes.

Universities included in the review:

University of Alabama-Birmingham	North Carolina State University
University of Arizona-Tucson	Northwestern University
University of California-Berkeley	The Ohio State University
University of California-Los Angeles	Oregon State University
University of Chicago	University of Pennsylvania
Duke University	Pennsylvania State University
University of Florida	University of Pittsburgh
University of Georgia	Purdue University
University of Illinois	Rutgers University
University of Iowa	University of South Carolina
Johns Hopkins University	University of Southern California
University of Kentucky	Stanford University
University of Maryland-College Park	University of Texas-Austin
University of Michigan	Vanderbilt University
Michigan State University	University of Virginia
University of Minnesota-Twin Cities	University of Washington-Seattle
University of Nebraska-Lincoln	University of Wisconsin-Madison