Department of Near Eastern Languages and Cultures

PATTERN OF DEPARTMENTAL ADMINISTRATION

(Revised December 10, 2003)
I. INTRODUCTION

The administrative procedures of the Department of Near Eastern Languages and Cultures (NELC) are designed to foster the widest possible participation in departmental decision-making. Therefore, the Chairperson will consult frequently with the faculty on all matters concerning departmental policy. In general, all major policy decisions will be made in meetings of the Departmental Council. It is expected that discussions of the Departmental Council will be conducted openly and candidly, and that faculty act in such a way as to promote an atmosphere of collegial understanding and cooperation.

II. DEPARTMENTAL COUNCIL

A. Membership

The Departmental Council shall consist of the Chairperson of NELC, who shall also serve as Chairperson of the Council, and all faculty members on regular contract. The graduate students in the Department and Graduate Associates (GAAs, GRAs, and GTAs) employed by the Department will elect one of their members to serve as representative on the Council. This representative shall vote on all departmental matters other than hiring practices. Visiting faculty of NELC shall have a voice in the Council, but no vote.

B. Functions

1. The Council is the policy-making body of NELC, and as such it shall meet to discuss and decide upon all matters of general departmental policy, which the Chairperson, the committees, individual members, or groups within NELC may present to it.

2. The Council shall meet to discuss and formulate policy on all matters relating to the general direction of NELC’s curriculum development.

3. The Council shall meet to discuss and formulate policy relating to criteria upon which decisions concerning departmental academic personnel will be based.

4. Exceptions to the above are those matters, which are primarily, or inherently the responsibility of the Chairperson (see Section III below).

C. Meetings

The Council shall meet upon call of the Chairperson and not less than twice per quarter during the academic year, or upon the written request of at least three of its members. A necessary and sufficient quorum for the conduct of any business is two-thirds of the voting membership of the Council.

The Chairperson will provide a schedule of all regular meetings of the Council to all members before the start of each quarter. In addition, regular meetings will be announced by the Chairperson at least one week in advance.

On occasion, needs of the Department or Departmental policy documents require that special or extraordinary meetings of the Council be convened. Whenever the need is for a Council vote on a particular issue (issues), the Chairperson or a group of no fewer than three members of the Council may poll the Council in writing in lieu of an extra meeting, however, should any member of the Council request that a meeting be convened to deliberate the issue, such a meeting must be convened.
D. The agenda shall ordinarily be drawn up by the Chairperson and circulated to the members of the Council at least three days prior to the meeting. Members of the Council who wish to submit items for the agenda should communicate them to the Chairperson in sufficient time to ensure their inclusion. Every agenda of a regular meeting shall include an item for open discussion and questions to the Chairperson. The Chairperson shall ensure that adequate minutes be maintained for all meetings of the Departmental Council and that all members be provided with copies of these minutes.

III. CHAIRPERSON

The Chairperson is to be defined as first and foremost a member of the Department’s faculty, and will take into serious account the majority opinion of the faculty.

A. Selection of Chair: A departmental chair search committee will include a Dean’s representative and will exclude the sitting chair. The search committee will present the Dean with an unranked list of candidates deemed acceptable to the department. The Dean then appoints the chair from the candidates on that list.

B. The majority opinion of the Council should guide the Chairperson in making policy decisions in all but exceptional cases. In the event that the Chairperson feels it necessary to depart from the majority opinion, the Council should be so informed during a formal meeting. At this meeting, the Chairperson should explain his/her decision and invite comments. In this manner a spirit of cooperation, loyalty and improved morale is generated.

C. The duties of the Chairperson shall be:

1. To have general administrative responsibility for NELC’s academic program, subject to the approval of the Dean of the College of Humanities,

2. To present to the Departmental Council for its approval a Pattern of Departmental Administration,

3. To prepare, after consultation in accordance with the Pattern of Departmental Administration, a statement setting forth the criteria and procedures according to which recommendations concerning salary increases, promotions, and granting of tenure are made within NELC. This statement shall be made available to the faculty of NELC who are responsible for being familiar with its content. A copy shall be deposited in the Office of the Provost. On appointment of reappointment of a Chair, the faculty of NELC and the Office of the Provost shall receive either a revision or reaffirmation of the original statement. (This document is reviewed and if necessary, revised on the same schedule as the POA.)

4. To operate the business of NELC with efficiency and dispatch.

5. To plan with the members of the staff and the Dean of the College of Humanities a progressive, substantive and innovative program.

6. To continuously evaluate the instructional and administrative procedures of NELC and lead in the study of methods of improving them.

7. To provide for the coordination of language instruction.

8. To periodically evaluate instructional staff members in accordance with criteria approved by the Board of Trustees and subject to instructions from the Provost, and also according to such supplemental criteria as may be established by the Departmental Council.
9. To make recommendations to the Dean of the College of Humanities, after due process and consultation with the faculty (in accordance with provisions set forth in NELC document, "Appointments, Promotion, and Tenure Document: Criteria and Procedures for the Department of Near Eastern Languages and Cultures"), concerning appointments, promotions, dismissal, and matters affecting tenure.

10. To encourage research and educational investigation.

11. To lead in maintaining a high level of morale.

12. To see that adequate supervision and training are given to those members of the staff who may profit by such assistance.

13. To prepare, after consultation with the appropriate faculty members, annual budget requests for the consideration of the Dean of the College of Humanities.

14. To promote improvement of instruction by providing the evaluation of each course, including (a) written evaluation by students of the course and instructor (SEIs), and (b) periodic course review by the faculty.

15. To establish due procedures, in accordance with College of Humanities guidelines, regarding Faculty Professional Leaves, Special Research Assignments, and the like.

16. To coordinate outreach and development activities of the Department.

17. To make proposed and approved annual budgets available to the faculty.

IV. DEPARTMENTAL COMMITTEES AND OFFICERS

A. Committee chairs and officers shall be appointed for a term of two years. The following standing committees and officers shall be appointed by the Chairperson:

1. **Chairperson’s Advisory Committee**

   A committee will be convened annually by the Chairperson to assist and advise in matters of reappointment, promotion, and tenure and of merit increases in salary. The committee shall act only in a deliberative and advisory capacity.

   a. **Composition**

      The Advisory Committee will consist of two members of the regular faculty of the Department, together with the Chairperson as a member ex officio. Two alternate members also serve concurrently. The alternate will serve in the absence of the regular faculty member. One of the two members of the Advisory Committee is to be elected by the faculty of the department, and the other is to be appointed by the Chairperson. Similarly, one of the alternates for the Committee is to be elected by the faculty and the other is to be appointed by the Chairperson.

   b. **Functions**

      i. With respect to matters of appointment, reappointment, promotion, and tenure, the Advisory Committee will follow the procedures set forth in Section II.B.1-3 of the "Appointments, Promotion and Tenure Document: Criteria and Procedures for the Department of Near Eastern Languages and Cultures."
ii. With respect to salary increases reflecting merit, the Advisory Committee, after
due deliberation and consultation, will propose such salary increases for
members of the regular faculty as are deemed commensurate with each
member’s meritorious achievement and performance, following the procedures
set forth in “Policy Statement on Faculty Salary Increases.”

iii. In deciding salary increases, the chair will consult colleagues appointed as the
Chair’s Advisory Committee, and review all the evidence required in order to
assess the quality of a faculty member’s teaching, scholarship, and service
during the previous calendar year.

iv. The Advisory Committee will meet with new regular faculty members early in
the quarter of their arrival to apprise them of the substance and spirit of NELC’s
“Appointments, Promotion and Tenure Document: Criteria and Procedures for
the Department of Near Eastern Languages and Cultures,” and to offer
suggestions and answer questions as they arise.

v. After recommendations have been received from the various language units,
Graduate Associates are to be appointed by the Chairperson in consultation with
the Advisory Committee.

2. Graduate Studies Committee
   a. Composition
   The Committee will consist of three faculty members and one graduate student.
   b. Functions
      i. Oversee and administer the graduate admissions and progress toward degree of
         enrolled students in accordance with the rules specified in the Graduate School
         Handbook
      ii. Act as the liaison between the Graduate School and the graduate faculty
          members in NELC
      iii. Receive and evaluate academic petitions of graduate students seeking
           adjustments to the standard requirements for their degree programs
      iv. Confer with the Curriculum Committee to make sure that all graduate courses
           required for graduation, or appropriate substitutes as identified, are scheduled to
           be taught in an appropriate cycle.

3. Curriculum Committee
   a. Composition
   The Curriculum Committee will consist of a chair and three faculty members, with the
department chair serving ex-officio.
b. Functions

i. Coordinate all course offerings in NELC in order to provide for regular cycles and sequences of courses, for optimum scheduling for enrollment and student access purposes, through multi-year curriculum planning as well as the identification and support of special-purpose teaching initiatives, to make sure that the needs of all segments of the program and levels of students are appropriately served.

ii. Balance faculty teaching loads and encourage cooperative endeavor among NELC faculty (also with other departments as appropriate) in methodology, teaching, course design, production of texts, etc.

iii. Review periodically and revise as needed, in consultation with the Graduate and Undergraduate Studies Committees respectively, the current status of (an any proposed changes to) graduate or undergraduate programs of study (majors, minors, specializations at the MA level, etc.)

iv. Evaluate academic petitions from undergraduates for any special arrangements for the completion of course or program requirements (i.e., proposals for NELC personalized study programs)

v. Review and revise any proposed changes to the department’s major and minor offers for undergraduates.

4. Language Instruction Committee

a. Composition

The Language Instruction Committee will consist of the language coordinators of each of the NELC programs, with the department chair serving ex-officio.

b. Functions

i. To develop a general statement on the goals and objectives of the NELC language programs.

ii. To consider and maintain guidelines and principles concerning instruction, testing, and evaluation of learning and teaching.

iii. To review the goals and objectives of the language programs in relation to the current undergraduate and graduate curricula, available instructional materials, learning expectations, and learning outcomes, and then to provide input to these programs.

iv. To identify possible, needed, and relevant research areas in language learning and teaching and to devise guidelines for conducting such research and involving graduate associates in this research.
5. **Chairperson’s Council on Faculty Recruitment**

For a description of the functions of the Chairperson’s Council on Faculty Recruitment refer to the document entitled “Policy on Faculty Involvement in Establishing Hiring Priorities with Respect to New Regular Faculty Personnel, Graduate Associates, and Lecturers.”

The Council will consist of one faculty representative from each of the recognized instructional units of the Department, where necessary a single representative is to be designated by members of the unit. The Council members will select one of their number to act as chairperson.

6. **Library Officer**

Functions

a. To maintain close liaison with the University libraries, particularly with the personnel charged with the acquisition and cataloging of materials dealing with Near Eastern and Judaic languages and literatures.

b. To communicate all purchase recommendations from members of NELC to the relevant library personnel.

c. To work closely with the Middle East Studies Center and the Melton Center for Jewish Studies in order to coordinate common efforts and improve the library holdings in the varied fields of Near Eastern and Judaic Studies.

d. To advise and assist the Chairperson in the preparation of all budget requests concerning library materials.

7. **Colloquia and Lectures Officer**

Functions

a. To organize and direct periodic faculty and student colloquia dealing with the varied disciplines of NELC.

b. To serve as a liaison with other bodies both within and without the University which organize guest lectures in order to facilitate NELC’s participation in such activities.

c. To be responsible for the organization of all Departmental social functions.

B. The Chairperson shall appoint Instructional Coordinators and Advisors for majors, minors, and honors students, as the need arises. The Chairperson may assign more than one of these duties to any one faculty member.

C. The Chairperson shall, from time to time, appoint ad hoc committees and officers to deal with problems related to specific issues. These ad hoc committees and officers shall make their recommendations, as the case may require, either to the Chairperson directly or to the Departmental Council.

D. The Chairperson shall direct that adequate and appropriate minutes and/or records be maintained for the actions and activities of these committees, offices, and instructional units.
V. **AMENDMENTS**

This document is to be reviewed, revised if necessary or reaffirmed, and resubmitted to the College each time the Chair is appointed or reappointed.

Any proposals for the alteration of this document shall be brought before and discussed in the Departmental Council. Revisions to this document must be consistent with the purpose of the document and with appropriate university rules and regulations.
APPENDIX

FACULTY DUTIES AND RESPONSIBILITIES

GENERAL CONSIDERATIONS

The duties and responsibilities of faculty in the Department of Near Eastern Languages and Cultures (NELC) are assigned and distributed by the Chair. They are evaluated in three categories: instruction, scholarship, and service. In order to determine the equity and fairness of distribution, the Chair consults with the Advisory Committee.

The Advisory Committee evaluates faculty activities each year, in the course of the Annual Review described in NELC’s “Procedures and Criteria for Appointment, Reappointment, Promotion, and Tenure” and “Policy Statement on Faculty Salary Increases”. Faculty submit an Annual Report to which they append applications for special assignments in the three categories, which are determined by the Chair in consultation with the Committee at that time. It is the process of Annual Review which assures that faculty meet their obligation.

An important general consideration for the equitable distribution of duties and responsibilities is the Department’s youth. Founded in 1979, NELC is an ambitious and diverse community whose growth in terms of student enrollment, number of faculty, and international prestige has been remarkably swift. We value highly activities establishing the Department’s reputation as the most attractive in the world for students of our fields, and the University’s reputation for supporting all that is most exciting in our fields. Faculty have devoted extraordinary energy to developing a departmental mission, courses and degree programs, and character defined by our collective achievements. In distributing duties and responsibilities, consideration is given to the relative burden faculty bear by virtue of their contributions to the Department’s development and reputation.

Finally, NELC assures that faculty meet their obligations by evaluating performance in terms of quality and consistency. Hour-values are assigned to faculty duties and responsibilities only in the case of teaching hours spent in class and course-related advising of students. All faculty activities are in the nature of producing and delivering written or oral communication at a deadline, whether it is a lecture, a book, or a self-governance document like this one. All require the selective absorption and analysis of information, which is a creative process measurable only when it is finished. Therefore, while faculty produce according to a schedule, the value of the process lies not in its occurring over a specified number of hours, but in the quality and consistency of its result.

INSTRUCTION

Instruction is the broad range of activities connected with the teaching of students. Teacher-student contact begins in the classroom, but can continue for many years. Faculty sponsor the careers of some students for an entire lifetime.
In addition to teaching courses, with all the class preparation and student advising that requires, faculty
conceive and coordinate programs of instruction leading to degrees,
design and revise courses, write grant proposals for program development, advertisements for courses
and programs, bibliographies for graduate degree examinations which they also design and evaluate, and
supervise the writing of papers, theses, and dissertations by students, for whom they write
recommendations and otherwise aid in obtaining financial support, fellowship and grant funding,
employment, and career development by “networking”, writing evaluations of students’ achievements,
and recommendations for their promotion once employed.

Many of these activities are a function of student demand and cannot, strictly speaking, be assigned.
Only faculty are in a position to invest personal effort in the careers of worthy students, or to gauge the
possibilities of program development. Since the funding of NELC in 1979, our faculty have attracted
student enrollments matching and exceeding those in its fields at other universities, and have won major
grant funding for program development, contributing much to the reputation of the Department and the
University.

The normal teaching assignment is 5 courses. Faculty who expect to have an extraordinary work-load in
two of the three categories during a given year may apply for a teaching assignment of 3 courses that
year. Those with an extraordinary work-load in one category may apply for an assignment of 4 courses.
It is each faculty’s responsibility to submit such applications, appended to the Annual Report to the
Chair, who evaluates them in consultation with the Advisory Committee. The Dean must approve all
teaching reductions that involve course credit.

Teaching can also take the form of independent studies with individual students or ad hoc focused
reading groups. Most NELC faculty engage in such extra-classroom teaching, but such teaching, even
when involving registered credit hours (as with 693) is not counted toward a faculty’s assigned teaching
load, except in those cases where the number of each independent studies is equivalent to the work of
teaching a single course.

SCHOLARSHIP

Scholarship is a creative activity measured primarily by publication, also by public lecturing at
universities around the world, the writing of proposals for major grants in support of scholarly projects,
and the direction of conferences, that contributes to the production of new knowledge. Innovative
conferences can spearhead new directions in a scholarly field, and such initiatives by NELC faculty have
contributed much to the reputation of the Department and the University.

Scholarly duties cannot be assigned, for only faculty are in a position to initiate scholarship. But it is the
responsibility of faculty to publish, regularly, highly respected contributions to pedagogy, theory, and
translation, in NELC fields of language, literature, and culture.

Many factors are taken into consideration to assure that faculty meet their obligations in this area. The
determination is made according to the criteria of quality and consistency through the process of Annual
Review, which includes solicitation, on a specified schedule, of evaluations from the most prestigious
scholars in the world who share the field of specialization of faculty under review.
SERVICE

Service may refer to administrative work within the Department, the College, the University, the profession, and the community-at-large. Because the Department is relatively small, the service load borne by each member is relatively large. The multiplicity of programs in NELC means that all faculty are involved in coordinating programs and supervising students; in some cases, one faculty performs all coordinating and supervising responsibilities.

Faculty serve on committees, interview and recruit new faculty and students, mentor junior faculty, conduct peer evaluations, write proposals for Postdoctoral Fellowships and Visiting Professorships, serve on editorial boards and international journals, on dissertation committees at other universities who lack faculty expertise in NELC fields, write reader’s reports evaluating articles and book manuscripts for publication by journals and presses, evaluations of grant applications submitted to national and international funding agencies, and recommendations for promotion and tenure of faculty at universities around the world. They serve as officers and consults to learned societies and professional associations, conceive and direct outreach programs for which they write funding proposals, and serve as liaisons to local communities for whom they often provide a wide range of support and advice as well as giving lectures and talks on many occasions. Service work-loads vary from program to program in NELC, relative to the number of faculty in a program and their active involvement in the profession or the community. Programs with fewer faculty have fewer personnel to share Department, College, and University service, and thus each member carries a relatively heavier burden in these areas. NELC programs have contributed much to the reputation of the Department and the University by attracting major funding from the local communities they serve, and from national or international sources to support the foundation of training institutes NELC faculty direct. Service duties and responsibilities are distributed in view of these relative considerations.

Each faculty member will normally serve on at least one Departmental committee each year such as the Graduate Studies Committee, the Undergraduate Committee, and the Advisory Committee, as well as ad hoc committees which include Search Committees. Service assignments on College committees such as those associated with the Arts and Sciences, Center for Middle East Studies, International Studies, Comparative Studies, Medieval and Renaissance Studies, the Melton Center for Jewish Studies, the Center for Slavic and East European Studies, other College search and curriculum committees, and University committees such as the University Senate, are made according to faculty interest, expertise, and in consideration of the relative burdens they bear.

The above policy does not constitute a contractual obligation. Fluctuations in demands and resources in the Department and the individual circumstances of faculty members may warrant temporary deviations from the policy.