Operating Paper

For the Governance of the College of Liberal Arts
Southern Illinois University, Carbondale

Approved June 2026

I. Mission Statement

The core mission of the College of Liberal Arts at Southern Illinois University, Carbondale is to sustain and advance excellent teaching, research, scholarship, and creative expression in the liberal arts, especially the humanities and social sciences, and thereby to serve the world, the University, the southern Illinois region, and the organizations supporting work in our fields. We serve the world through undergraduate and graduate programs training the next generation of innovators, creators, researchers, and teachers in the liberal arts and humanistic inquiry. We serve the larger University by teaching core curriculum courses to students from all majors, helping them to develop critical thinking, communication, and problem-solving skills and to foster intellectual inquiry and appreciation of the breadth and diversity of human thought, culture, and achievement. We serve our region by offering its residents opportunities for cultural enrichment beyond our classrooms through activities including presentations at area schools, lectures, events, readings, performances, and exhibits. And we serve our fields by supporting faculty and student involvement in associations and institutions dedicated to the College's scholarly and creative disciplines, including by editing publications and attending, organizing, and hosting professional conferences.

II. Definitions

A. The College – The College of Liberal Arts (hereafter, "the College") at Southern Illinois University, Carbondale includes the Schools, Programs, any other academic units, and administrative offices under the Dean of the College (hereinafter "the Dean").

B. Schools – A School is the basic unit of organization for academic administration within the College, containing one or more academic Programs, under the administration of a Director.

C. Programs – A degree or certificate program and the faculty within a School who contribute to it. If a School has programs at multiple levels with the same name and subject (e.g., the B.A., M.A., and Ph.D. in English) or similar names and subject (e.g., the B.A. and M.A. in History and Ph.D. in Historical Studies) with essentially the same faculty assigned, it will be considered one Program for the purposes of this Operating Paper. Where application of this definition is unclear, questions of Program identity should be determined by School Operating Papers.

For example, the current Programs in the College are: (1) Africana Studies, (2) Anthropology, (3) Communication Studies, (4) English and Creative Writing, (5) History, (6) Language, Cultures, and International Studies, (7) Linguistics, (8) Philosophy, (9) Political Science, and (10) Sociology. This list is subject to change.

D. Voting Faculty – All faculty members (tenured, tenure-track, and non-tenure-track), holding at least a 50% FTE appointment in any CoLA School or Program, will have a full vote on any College-level voting matters.

III. Administrative Officers

A. The Dean

1. Role

a. The Dean is appointed by the Board of Trustees and serves at the discretion of the Provost and Vice Chancellor for Academic Affairs for the administration of University policy within the College.

b. The Dean shall be responsive to the needs of the students, faculty, and staff of the College and represent their interests to the Provost and Vice Chancellor for Academic Affairs.

c. As chief academic officer for the college, the Dean has the responsibility and authority to lead the college to the highest level of academic excellence.

d. If at any time the position of Dean becomes vacant, the Provost and Vice Chancellor for Academic Affairs, after consulting with the administrative staff and faculty of the college, shall appoint as Interim Dean a tenured Associate or Full Professor from within the College. The Interim Dean will assume all of the duties of the Dean until a new Dean is selected and appointed. The process to select a permanent Dean, as described below, will commence as quickly as possible.

2. Selection and Appointment

a. Minimum Qualifications of the Dean of the College: Earned doctorate in an academic discipline represented in the College, with academic credentials commensurate with appointment at the rank of Professor with tenure at SIU Carbondale.

b. When a vacancy in the deanship occurs, an ad hoc search/screening committee will be established by the Provost and Vice Chancellor for Academic Affairs in keeping with University hiring policy and procedures. The committee shall include five to seven (5-7) members of the College, at least two-thirds (2/3) of which shall be tenured faculty from different schools. The Provost and Vice Chancellor for Academic Affairs shall appoint one non-college member to chair the search committee. The

SIUC Faculty Association (FA) may also choose a representative on the committee.

c. The Provost and Vice Chancellor for Academic Affairs will be responsible for assuring that the University Affirmative Action and University hiring policy and procedures are followed.

d. The Provost provides the charge to the committee, including its responsibilities. The search/screening committee shall then submit its assessment of the candidates, in keeping with the charge provided by the Provost and Vice Chancellor for Academic Affairs and represent the interests of the College throughout the selection and appointment process until the new Dean's appointment is ratified by the Board of Trustees.

e. In case the selected candidate for Dean is not already a tenured Professor in the College, before the hiring can be complete, the candidate must be reviewed and approved at rank by the School (or unit) that would be the candidate's tenure home. The candidate must be approved by a majority vote of all the Faculty at appropriate rank in the School constituting their tenure home within the College prior to the official offer letter.

3. Evaluation and Review

   a. To ensure the Dean retains the confidence of the College, the Dean's performance shall be evaluated/reviewed following the process outlined in SIU Policies and Procedures.

4. Responsibilities

   a. The Dean shall have all the powers and responsibilities established by the By-Laws and Statutes of the Board of Trustees and the CBA. Nothing herein shall be construed to alter or abridge these powers and responsibilities.

   b. The Dean is responsible for promoting and maintaining the highest quality of teaching, research, creative activity, service, and other aspects of the College's academic mission. With the advice of the CAC and within budgetary constraints, the Dean will work to ensure adequate faculty staffing of all Programs in the College, including advocating for the resources needed to do so.

   c. The Dean is responsible for calling meetings of the faculty as specified in §V.C of this Operating Paper.

   d. The Dean will meet regularly with faculty to hear their concerns and share updates on the status and direction of the College. In particular, the Dean will address all meetings of the College Advisory Committee (CAC) and answer questions posed by the Committee members; if unavailable, an Associate Dean may substitute, but the Dean must meet with the CAC at

least once per semester. The Dean should also regularly attend other Standing Committee meetings, at least once per semester.

e. The Dean shall meet with the faculty of each School at least once per academic year.

f. The Dean or an Associate Dean will preside as chair at all meetings of the administrative staff.

g. The Dean shall designate an Associate Dean to assume administrative responsibilities during the Dean's absence.

h. The Dean will ensure that Schools and Programs conduct elections for the membership of the Standing Committees requiring them under §IV.A.

i. The Dean will receive recommendations from the Tenure and Promotion Committee and then have the responsibility of making final recommendations on behalf of the College to the Provost and Vice Chancellor for Academic Affairs according to the policies and procedures described in §V.B.

j. Whenever in matters of shared governance the Dean or the Dean's designee intends to override or act against the recommendation of any faculty committee or body, except in the case of tenure and promotion evaluations, the Dean will justify this intention in writing and will, upon faculty request, schedule a meeting with the relevant committee or group to provide an explanation of their reasoning and invite a dialogue with the committee or group, with the goal of reaching shared understanding. This dialogue will proceed in a spirit of openness and collegiality.

B. Associate Deans

1. Role and Selection

a. The Dean shall determine, in consultation with the Provost and Vice Chancellor for Academic Affairs and the College Advisory Committee, the number and designation of Associate Dean(s) to assist in the College's operations.

b. If at any time an Associate Dean position becomes vacant, the Dean, after consulting with administrative staff and faculty of the College, shall appoint as Interim Associate Dean a tenured member of the faculty in the College holding the rank of Associate Professor or full Professor. An Interim Associate Dean(s) will assume the duties until a new Associate Dean(s) is selected and appointed. The process to select a permanent Associate Dean(s) will commence as quickly as possible.

c. Associate Dean(s) shall serve at the discretion of the Dean. In keeping with University hiring policy and procedures, candidates shall be

interviewed by the College Advisory Committee, which will provide its recommendations regarding the candidates to the Dean for review.

2. Evaluation – The evaluation of the Associate Dean(s) will be conducted and determined by the Dean. The evaluation and review will be initiated by the Dean following the process outlined in the CBA. College faculty input will be part of the evaluation.

C. School Directors

1. Role

   a. The Director is the chief academic, fiscal, and administrative officer for a School. The Director serves at the discretion of the Dean, in keeping with University policy. The Director must represent the interests of the students, faculty, and Programs of the School to the Dean and be responsive to their needs.

   b. As a member of the School faculty, the Director has the responsibility and authority to provide the necessary leadership for the School to achieve the highest level of excellence possible in the areas of teaching, creative activity/research, and service.

   c. The Director will determine School administrative support staff needs and negotiate such with the Dean. Hiring of support staff shall be conducted in accordance with University policy and procedure.

2. Selection and Appointment

   a. If at any time the position of School Director becomes vacant, the Dean, after consulting with administrative staff and faculty in the School, shall appoint as Interim School Director a tenured Associate or Full Professor in the School. The Interim School Director will assume the duties until a new School Director is selected and appointed. The process to select a permanent School Director, as described below, will commence as quickly as possible.

   b. The Dean shall meet with the School faculty and determine whether an internal or external search for a Director will be recommended. The Dean will then make a recommendation to the Provost and Vice Chancellor for Academic Affairs, who will determine the nature of the search. The search will be conducted according to the University hiring policy and procedures and guided by the School's Operating Paper.

   c. The search committee is organized by the Dean and approved in keeping with the University hiring policy and procedure. The search committee will be formed in consultation with the Dean and in accordance with the School's Operating Paper. The Dean shall appoint another school director to co-chair the search. The search committee shall select its own co-

chair, identify its procedures, and conduct business in keeping with current University hiring policy.

d. The search committee will make a recommendation to the Dean based on the majority vote of the faculty. If no candidate receives a majority vote among Voting Faculty (or whatever threshold is required by the School Operating Paper), discussions will continue until a subsequent majority recommendation is submitted. If the Dean does not support the recommended candidate, the Dean shall provide a reason for their position.

3. Evaluation

a. The Director's performance will be evaluated in accordance with procedures in the CBA. There shall be a formal School review and reappointment of the Director at least every three years. Unless otherwise specified by the School's Operating Paper, the School's Voting Faculty shall vote on the reappointment of their Director.

b. Whenever the Dean completes an evaluation of the Director, the Dean shall seek formal input on the Director's performance from the faculty, and staff. A summary report of faculty and staff input shall be reported to the Director.

4. Responsibilities

a. The specific responsibilities of the Director will be determined by the School Operating Paper, consistent with the CBA and all other relevant College and University policies.

b. Unless otherwise specified by the School Operating Paper, whenever in matters of shared governance the Director intends to override or act against the formal recommendation of their School or Program faculty or a committee thereof, except in the case of tenure and promotion evaluations, the Director will justify this intention and will, upon request, schedule a face-to-face meeting with the faculty or relevant committee to provide an explanation of their reasoning and invite a dialogue with the faculty, with the goal of reaching shared understanding. This dialogue will proceed in a spirit of openness and collegiality.

IV. Committees

A. Standing Committees

1. College Advisory Committee (CAC)

a. Charge – The CAC provides communication and transparency between faculty, staff, and students and the Dean and shall:

i. advise the Dean on current policies and procedures and recommended changes or additions to policies and procedures,

ii. monitor and facilitate communication between the Dean and all constituencies in the College,

iii. assist the Dean in recommending, measuring, and implementing strategic planning goals for the college,

iv. review and make recommendations concerning all nominations for College awards for students and faculty, including the Dissertation Research Award,

v. make recommendations for the formation of ad hoc committees or their conversion to standing committees,

vi. review the College Operating Paper and propose any amendments, and

vii. recommend updates to the CoLA Board of Visitors on news relevant to them.

b. Composition and Procedures

i. The CAC will consist of the Dean, an Associate Dean, one faculty member from each School in the College, and at least one graduate student from a Program in the College. Schools composed of multiple Programs may choose to elect up to one faculty member per Program, if they so choose (per the definition of "Program" in §II.C).

ii. CAC faculty representatives will serve staggered three-year terms, with roughly two-thirds of the members continuing in any given year. Student representatives will serve a renewable 1-year term.

iii. Faculty members on the committee will be elected as outlined in their School Operating Papers to start the Fall semester after the previous representative's term has ended. This vote shall take place and its results communicated to the Dean no later than the end of the second full week of the Fall term, but preferably by the end of the previous spring semester.

iv. The CAC must have at least one representative from each School.

v. If any member resigns from their position on the committee prior to the end of their term, the representative that replaces them will serve the rest of their term and then will continue only if re-elected. Replacements should be chosen via the process outlined in the School Operating Papers if feasible and by appointment of the School Director if not.

vi. Student representatives will be chosen in a manner determined by the Dean.

vii. The CAC will meet at least 2-3 times each semester, excluding Summer Session.

viii. The CAC will elect a chair from among the faculty representatives at its first meeting of the year.

ix. The CAC agenda will be determined jointly by CAC chair and the Dean or the Dean's designee.

2. Tenure and Promotion Committee (TPC)

   a. Charge – The TPC will review cases for tenure and promotion of tenure-track faculty and make advisory recommendations to the Dean according to procedure and guidelines in §V.B.

   b. Composition and Procedures

      i. The TPC will consist of one faculty representative from each School with the rank of Professor.

      ii. The Associate Dean with responsibilities for faculty review, if one exists, will be an ex officio member who helps manage and plan meetings for this committee, but is a non-voting member.

      iii. Faculty representatives will be elected by the Schools to start at the beginning of the Fall semester according to procedures determined by the School and consistent with the CBA. This vote shall take place no later than the second full week of the Fall term.

      iv. TPC members will serve 1-year, renewable terms.

      v. If at any time a School has no faculty at the rank of Professor, they may elect an Associate Professor to the committee, though that member will have to recuse themselves from any deliberations concerning promotion to the rank of Professor. It is a responsibility of the Dean under §III.A.4.b to ensure that every School has sufficient faculty at the rank of Professor and to authorize senior hiring in that School if no promotions to Professor from within the School are imminent.

      vi. The TPC will elect a chair from among its members at its first meeting of the year. No member may serve as chair for a third consecutive term in a row.

3. The Budget Committee (BC)

   a. Charge – The committee on budget shall advise the Dean on:

i. determining all fiscal priorities with respect to continuing and projected Programs,

ii. securing adequate consideration of the various fiscal needs of the areas within the College in relation to the total College allocations,

iii. securing adequate consideration of the fiscal needs of the College in relation to the total university budget, and

iv. ensuring all such fiscal considerations are evaluated based on area differences, disciplinary needs, and academic quality.

b. Composition and Procedures

i. The BC will consist of the Dean, an Associate Dean, a School Director, one faculty member representing each School in the College, and a faculty member representing the Faculty Association.

ii. The School Director will be appointed by the Dean.

iii. Faculty representatives will be elected by the Schools to start the Fall semester after the previous representative's term has ended. This vote shall take place and its results communicated to the Dean no later than the end of the second full week of the Fall term.

iv. The Faculty Association representative will be appointed from among the College Faculty by the FA President or their designee.

v. Faculty representatives will serve staggered three-year terms, with roughly two-thirds of the members continuing in any given year. The School Director and FA representative will serve a renewable one-year term.

vi. The BC will elect a chair from among the faculty representatives at its first meeting of the year.

4. Curriculum Committee (CC)

a. Charge – The goal of the CC is to track, assess, and recommend additions and changes to curricula of Programs in the College, as reflected in the catalog, as well as advising on assessment procedures. Specifically, the CC advises the Dean in these areas:

i. review new course proposals and proposed changes to courses for compliance with College and University procedures and potential impact to other courses or Programs in the College;

ii. review new Program proposals and proposed changes to Program curricula for compliance with College and University procedures and potential impact to other Programs;

iii. review assessment plans for courses and Programs, including student learning objectives, for compliance with Higher Learning Commission best practices in assessment; and,

iv. make recommendations to Programs concerning courses, curricula, and opportunities for interdisciplinary collaboration.

b. Composition and Procedures

i. The CC will consist of the Dean, an Associate Dean, and one faculty member representing each School in the College.

ii. Faculty representatives will be elected by the Schools to start the Fall semester after the previous representative's term has ended. This vote shall take place and its results communicated to the Dean no later than the second full week of the Fall term, but preferably before the end of the spring term.

iii. Faculty representatives will serve staggered three-year terms, with roughly two-thirds of the members continuing in any given year.

iv. The CC will elect a chair from among the faculty representatives at its first meeting of the year.

v. The CC agenda will be determined jointly by CC chair and Associate Dean of Students and Curricular Affairs.

5. Faculty Development Committee (FDC)

a. Charge – The FDC advises the Dean on faculty excellence and success in both the tenure track and non-tenure track lines in the College. Specifically, the FDC shall:

i. review the current state of faculty development and recommend changes as needed,

ii. help faculty achieve excellence in teaching, research, and community engagement through input from faculty as well as national best-practices,

iii. review and make recommendations concerning incentive programs and proposals,

iv. assist in onboarding and facilitating a healthy set of mentoring programs for faculty,

v. assist faculty in applying for, receiving, and managing external grants, and

vi. recommend or initiate new programs and resources for faculty generally but specifically regarding inclusive excellence.

b. Composition and Procedures

i. The FDC will consist of the Dean, an Associate Dean, and one faculty member representing each School in the College.

ii. Faculty representatives will be elected by the Schools to start the Fall semester after the previous representative's term has ended. This vote shall take place and its results communicated to the Dean no later than the end of the second full week of the Fall term.

iii. Faculty representatives will serve staggered three-year terms, with roughly two-thirds of the members continuing in any given year.

iv. The FDC will elect a chair from among the faculty representatives at its first meeting of the year.

6. Recruitment & Retention Committee (RRC)

   a. Charge – The goal of the RRC is to track, assess, and recommend methods and best practices to meet the recruitment and retention goals for the College. Specifically, the RRC advises the Dean in these areas:

      i. help create, monitor, assess, and improve the first-year seminar for new students in the College,

      ii. review current recruitment rates and retention and graduation rates, drilling down to each Program,

      iii. recommend best practices for improving student recruitment and retention,

      iv. engage and interact with student RSOs relevant to the College,

      v. recommend new programming or events that will help recruit and retain students, and

      vi. coordinate and facilitate any community engagement to help with recruitment and retention.

   b. Composition and Procedures

      i. The RRC will consist of the Dean, an Associate Dean, the R&R Coordinator, a member of the Advising staff, and one faculty member from each School.

      ii. Faculty representatives will be elected by the Schools to start the Fall semester after the previous representative's term has ended. This vote shall take place and its results communicated to the Dean no later than the second full week of the Fall term.

      iii. Faculty representatives will serve staggered three-year terms, with roughly two-thirds of the members continuing in any given year.

      iv. The RRC will elect a chair from among the faculty representatives at its first meeting of the year.

B. Ad Hoc Committees

1. Formation

   a. Other committees may be established by the Dean, by a vote of 2/3 of the members of the CAC, or by a simple majority vote of the Voting Faculty of the College as per §V.C.

   b. Ad hoc committees may only be established to carry out designated assignments within a specified period of time not to exceed two years.

2. Composition and Procedures

   a. Ad hoc committees will include at least one faculty representative from each School or each Program, depending on which is more appropriate given the purpose of the committee.

   b. Membership on the committee will typically be through election in the School or Program. If time constraints necessitate it, membership can be appointed by the Dean in consultation with the School Directors, as long as the CAC approves.

3. Disbanding and Continuation

   a. The business of any ad hoc committee will be considered concluding when the designated assignment is complete, or the specified time period is concluded, whichever occurs first.

   b. On the recommendation of the CAC or the Dean, any ad hoc committee can be recommended for conversion into a standing committee and trigger an amendment to this OP.

   c. The permanent charge and composition of the committee must be submitted to a vote of the College's Voting Faculty for inclusion under §IV.A above, following the procedure outlined below in §VI.C.

C. Meeting Membership and Minutes

1. The roster of all standing and ad hoc committees will be posted promptly to the College website.

2. All standing and ad hoc committees will keep minutes for each meeting, which will be submitted to the Dean in a timely manner, preferably within one week of the meeting. The Dean or their designee will post the meeting minutes in such a way that all faculty can access them within one week of receiving them from the committee.

V. The Faculty

A. Hiring and Initial Appointment

1. Qualifications for new faculty shall be determined by School Operating Papers for the School that will be the primary home of the new appointee.

2. Process for Hiring Requests
    a. The Dean will set an annual deadline no later than the last day of classes in the Spring semester for Schools to present their requests for new and replacement faculty hires for searches to be conducted in the following academic year.
    b. At no time will the Dean or College require Schools with multiple Programs to rank hiring proposals between Programs; Schools may present such a ranking if they so choose.
    c. Hiring proposals will consist of
        i. A brief position description (e.g., “Assistant Professor in History”)
        ii. A draft of the core wording of the position advertisement, specifying areas of research specialization and teaching competency and any other requirements for the position.
        iii. A justification of the need for hiring in the area.
    d. With approval from the Provost, the Dean will authorize new hires and instruct School Directors to post job advertisements and appoint hiring committees in the most expeditious way possible.
3. Opportunity Hire Proposals
    a. Opportunity hires are defined as off-cycle hiring processes to answer a particularly urgent need or special opportunity.
    b. Any faculty or School Directors may propose opportunity hires at any time.
    c. The Dean will consult with the relevant School Director before authorizing the process for an opportunity hire.
4. Hiring Process
    a. All hiring processes (ordinary or opportunity) will follow the requirements and policies of the CBA, the School Operating Papers, and the University-wide and Board of Regents hiring policies and procedures.
    b. Members of the search committee will consist of faculty in the School and Program that the new appointee will be hired into. Where appropriate to the position, one member may come from another School in the College.
    c. The Hiring Administrator for all hires will be the Director of the School in which the new appointee will have their primary appointment. As such, the Director will never be a member of the search committee.
    d. Search committees will review the text of job search advertisements, consistent with the position authorized by the Dean. If the Director or Dean does not approve the language of the advertisement, they will

attempt to reach agreement with the committee as per §III.C.4.b and §III.A.4.j.

e. The final recommendation of the search committee will follow process outlined in the School OP.

f. Except under extraordinary circumstances, faculty hired at the rank of full Professor should be hired with tenure, following an accelerated version of the process outlined in the CBA, School OP, and §V.B. At minimum, this shall require a review of the candidate's complete application including letters of recommendation, a vote by the Program or School as outlined in the School OP, and a vote to approve tenure and rank by the appropriate School members.

g. The Dean and Director shall consider the advisory Faculty recommendation. If the faculty recommendation is not implemented, the Dean or Director making the decision should provide reasoning and discussion as required in §III.4.A.j and §III.C.4.b.

B. Tenure, Promotion, and Merit Evaluation

1. The College Tenure and Promotion Committee (TPC) composition and appointment procedures are described above in §IV.A.2.b.
2. Any TPC member from the candidate's School must recuse themselves from any review, discussion, and vote on that candidate's case in the College TPC.
3. The TPC will consider all cases of promotion of tenure-track Assistant Professors to Associate Professor with tenure, cases of promotion of tenured Associate Professors to the rank of Professor, as well as cases of tenure of Associate and full Professors hired without tenure. The committee will follow the procedures outlined in the applicable version of the CBA and in the University's Promotion and Tenure policies.
4. The TPC will evaluate the candidate's record in accord with the standards set out in the applicable version (as defined in the CBA) of the candidate's tenure-home School Operating Paper, except in the case that the committee finds that applicable home-unit standards have been unfairly applied to the candidate or the home-unit Operating Paper provides standards incompatible with the scholarly or creative field of the candidate, such that the types of research or creative work required for the position for which the candidate was hired are not given credit as appropriate to their field.
5. After careful review, the committee will vote on their recommendation and provide an advisory recommendation to the Dean.
6. The Dean will make a recommendation, in the form of a letter, to the Provost and Vice Chancellor for Academic Affairs after carefully considering the Committee's recommendation and the relevant evidence regarding the candidate's case.

7. The Dean will provide a copy of the recommendation letter to the candidate and the Director of the candidate's School. The candidate has the right to correct any errors of fact in the Dean's recommendation letter within two weeks of receiving it. In the case that the Dean makes a negative recommendation, the candidate has the right to provide a response in accordance with the procedures specified in the CBA.
8. The subsequent stages of the Tenure and Promotion process are covered in University Policy, the Employee Handbook, and the CBA. Candidates should be aware that two distinct grievance procedures applicable to tenure denials are outlined in the Employee Handbook and the CBA.
9. Review for the purposes of performance evaluation and merit salary increases shall refer to the current CBA, SIU Employee Handbook, and relevant School Operating Paper.

C. Meetings and Votes of the College Faculty

1. Call and Publicity
    a. Meetings of the Voting Faculty may be called by the Dean or CAC.
    b. A meeting of the Voting Faculty must be called by the Dean upon receipt of a request signed by at least ten members of the Voting Faculty, or separate written requests from an equal number.
    c. Such meetings shall be adequately publicized as to place, time, date, and agenda, usually at least two weeks in advance. Given emergency circumstances, the Dean may call for an emergency meeting with 24 hours' notice.
    d. At least once each academic year, the faculty of the College shall receive a state-of-the-college report from the Dean. This report should include a comprehensive review of the previous year's accomplishments, enrollment data, a fiscal report, and information concerning current activities, initiatives, goals, etc. This report can be an in-person meeting or a written report, at the discretion of the Dean.
2. Conduct of Meetings
    a. The chair of the CAC shall chair any meeting of the faculty and appoint a parliamentarian and a secretary.
    b. The Dean and chair of the CAC shall together prepare the agenda for the meeting. Any item requested by the Dean, the standing or ad hoc committees, Faculty Senate, Faculty Association, and individual faculty or students, in accordance with the guidelines of This Operating Paper, submitted ten days or more before the meeting shall be placed on the prepared agenda.

c. The setting of the agenda and preparation for the meeting may be conducted online.

d. Meetings may be in-person gatherings or conducted online.

e. Meetings shall follow the latest edition of Robert's Rules of Order.

f. The chair of the meeting may decide to conduct any vote by ballot to the College Voting Faculty after the meeting, if they deem it in the best interest of the College. Any member in attendance may also make a motion to this effect. Ballots may be distributed online, by campus mail, or whatever format is determined convenient and secure by the chair, secretary, and parliamentarian after the meeting. Faculty will have at least one full week to submit their vote.

g. For the purposes of in-person meetings, a quorum will be considered 20% of the eligible number of Voting Faculty plus one. For votes by ballot taking place outside of a meeting, quorum shall consist 50% of the eligible number of Voting Faculty plus one.

h. The minutes of every meeting of the Voting Faculty of the College shall be distributed to all members of the Voting Faculty. Meetings of the Voting Faculty shall be open to other members of the university community, the public, and the press, except when, by a two-thirds majority of those present and voting, it is resolved to go into executive session.

3. Votes of the College Faculty without a Meeting

a. The Dean or the CAC may call a vote of the College Voting Faculty without a formal meeting if it is deemed necessary or convenient to do so. Such votes must be announced at least one week in advance and will be conducted according to the procedures and requirements set out in §V.C.2.f-g.

b. If ten or more Voting Faculty object to the conduct of a vote without a pre-vote meeting to discuss and deliberate, on presenting their request in writing to the Dean in the week before voting begins, such a meeting will be called, and the initial vote cancelled.

VI. Ratification and Amendments

A. Initial Ratification of this Operating Paper

1. In accordance with the current CBA, this Operating Paper will become the official Operating Paper of the College when it is ratified by a majority vote of the current Voting Faculty, approved by the Dean, and after the Operating Paper is approved by the Chancellor (or designee).

2. Once ratified and approved, this Operating Paper replaces any prior Operating Paper for the College.

3. Once ratified and approved, any elections and appointments specified by this Operating Paper to take place at the beginning of the Fall semester will take place as soon as feasible, preferably within two weeks of approval.

B. Amendments and Other Changes to this Operating Paper

1. Amendments to this operating paper may be proposed by the CAC or by any ten members of the Voting Faculty as per §V.C.1.b. The CAC will determine whether to call a meeting of the Voting Faculty or conduct a vote by ballot without a meeting.
2. Ratification of any amendment shall be by a majority vote of Voting Faculty, following procedures as outlined §V.C.3.
3. Amendments shall also be subject to the guidelines of the current CBA.
4. Voting Faculty shall receive at least one month's notice of a vote to amend the Operating Paper. No proposal to amend the Operating Paper may be submitted to Voting Faculty for ratification during the summer term.
5. The Operating Paper shall be reviewed by the CAC at least once every five years. Any faculty or officer of the College may make suggestions regarding possible changes to the Operating Paper to the CAC.