

Organization and Governing Principles
School of Justice Studies
College of Justice and Safety
Eastern Kentucky University

PREAMBLE

The School of Justice Studies (the “School”) is committed to exemplary teaching, research and service that is grounded in critical inquiry, innovative scholarship and pedagogy, concern for social justice, and engagement in the social world. As such, the School is committed to and strongly supports individual faculty academic freedom and career development within the areas of teaching, scholarship, and service. Faculty and staff work collaboratively to create a learning environment that encourages student growth and prepares students to meet the challenges of an increasingly complex and diverse society. The mission of the School is pursued in the spirit of shared governance that encourages broad representation in decision-making and accountability to each other, the School, and the profession and is predicated on the principles of transparency, respect for differences of opinion, humanness toward others, and the development of a diverse faculty, staff, and student body. In this spirit, we endorse the governing principles, policies, and procedures as articulated herein.

ARTICLE I

This document is intended to be consistent with the Administrative Regulations of Eastern Kentucky University and the laws of the Commonwealth of Kentucky and of the United States of America. In the event that any portion of this document is inconsistent with or contrary to the above-mentioned Regulations and Laws, that portion shall have no effect to the extent of such inconsistency.

ARTICLE II.

The name of the school shall be the School of Justice Studies in the College of Justice and Safety at Eastern Kentucky University.

ARTICLE III. FACULTY MEMBERSHIP

- A. The “School of Justice Studies Faculty” shall consist of individuals in the School of Justice Studies who are full-time tenured or tenure-track professors. Such individuals possess voting rights and governance status.
- B. “Lecturers” in the School of Justice Studies shall consist of personnel hired to teach a specific course load on a full-time, non-tenure-track basis. Their appointment shall consist of teaching responsibilities but may, as needed, include service on a Tier 3 or Tier 4 committee (see *infra* Appendix). Lecturers in the School of Justice Studies do not possess voting rights on any personnel decisions (e.g., hiring, promotion and tenure) or matters involving *inter alia* division of labor and service of tenure/tenure-track faculty. Lecturers may participate in faculty meetings; lectures possess one (1) collective vote on non-personnel matters (e.g., curricula changes).

- C. “Adjunct Faculty” shall consist of personnel in the School of Justice Studies hired to teach a specific course load on a non-full time, non-tenure-track basis. Adjunct Faculty in the School of Justice Studies does not possess voting rights or governance status.
- D. “Emeritus Faculty” shall consist of those retired School of Justice Studies Faculty and confirmed by the administration. Such individuals do not possess voting rights or governance status, but may participate in faculty meetings.
- E. Unless otherwise noted, “School of Justice Studies Faculty” includes only those individuals described in Paragraph III.A.

ARTICLE IV. SCHOOL OF JUSTICE STUDIES GOVERNANCE

A. School of Justice Studies Faculty

- a. The School of Justice Studies Faculty with the advice and consent of the Dean of the College of Justice and Safety (the “Dean”) shall be responsible for the formulation and implementation of all matters of the School of Justice Studies policy regarding academic programs and procedures. While issues and proposals may be presented at meetings of the School of Justice Studies (see *infra* Article V), most proposals shall emanate from committees of the School of Justice Studies (see *infra* Article VI).
- b. The School of Justice Studies Faculty is responsible for teaching, scholarship, and service. The School of Justice Faculty shall have the responsibility for, *inter alia*, admissions policies, and academic standards for retention, curriculum, and graduation of students.
- c. The School of Justice Studies Faculty possess individual faculty academic freedom and career development within the areas of teaching, research, scholarship, and service. The School of Justice Studies Faculty shall have the right to define his/her own career development goals and plans, and use allocated travel and professional development monies to support those goals and plans.

B. Chair of the School of Justice Studies

- a. The Chair of the School of Justice Studies (the “Chair”) shall be the administrative head and thus shall be afforded all the privileges and pleasures of Eastern Kentucky University administrative status and shall serve terms of appointment consistent with university policies and regulations.
- b. The Chair shall be responsible for the administrative and academic coordination of all undergraduate and graduate programs housed in the School. The Chair reports directly to the Dean. He/she shall be nominated and elected by the School of Justice Studies Faculty, and confirmed by the Associate Dean and Dean of the College. The responsibilities of the Chair shall, subject to the general and special directions of the Dean, include:
 - 1. Program management: scheduling and conduct of regular meetings of the School of Justice Studies Faculty; developing and implementing of long- and short-range program goals and policies; providing necessary program inputs for the purposes of accreditation and evaluations; serving as program advocate; and encouraging, motivating and

facilitating faculty growth, development and scholarship to enhance the program.

2. Instruction: determining, based on university and school policies, which faculty are qualified to teach in the undergraduate and graduate programs; reviewing and updating faculty credentials and status; communicating with, and soliciting from, faculty course assignments and on-line classes (excluding e-campus); determining faculty teaching assignments and recommending reassignment time to the Dean; preparation of catalog copy; assisting the School with the supervision and evaluation of class instruction; and coordinating curriculum, course and program revisions.
 3. Faculty affairs: making recommendations to the Associate Dean and Dean for the recruitment of non-tenure-track faculty based on the list of candidates provided by the ad hoc committee for identifying adjunct faculty members; participating in the evaluation, promotion, tenure, and merit pay processes as consistent with university policy.
 4. Internal Communication: communicating program needs to faculty and the Dean.
 5. Office management: evaluating program office staff, and managing and monitoring program equipment, facilities and resources.
Representation: The Chair shall, where deemed necessary or appropriate, represent his/her program on college and university committees and in the community.
- c. The Chair is subject to the evaluation procedures as set forth in the Administrative Regulations of Eastern Kentucky University Volume 4, Academic Affairs, Chapter 8, Administrative, Section 1, Evaluation of Academic Administrators.

C. Coordinators

- a. Coordinators are non-administrative personnel selected from the School of Justice Studies Faculty for the purpose of maintaining the academic integrity of the School's programs and ensuring their daily operation and short- and long-term goals.
 - i. Graduate Program Coordinator (GPC)
 1. The GPC shall be responsible for the administrative and academic coordination of the MS in Criminology and Criminal Justice offered by the School.
 2. The GPC reports directly to the Chair.
 3. He/she shall be reviewed bi-annually by the Chair and the Graduate Faculty Committee (see *infra* Article VII.A.b.) and given notice of either reappointment or non-reappointment after consultation and confirmation with the Dean.
 4. The responsibilities of the GPC, subject to the general and special directions of the Chair, are to perform the roles and duties that include:
 - a. Conduct program and curriculum review with the Graduate Faculty Committee

- b. Coordinate all marketing efforts
 - c. Answer all program inquiries
 - d. Process applications and ensure all applications are being received
 - e. Coordinate review of applicant files with Graduate Faculty Committee
 - f. With the Graduate Faculty Committee, admit/deny and recruit accepted students
 - g. Organize and hold incoming students' orientation
 - h. Process graduate assistantship (GA) paperwork
 - i. Assign students as GA to faculty members
 - j. Process all graduate student paperwork forms
 - k. Advise students
 - l. Coordinate graduate course offerings with the Chair
 - m. Maintain grades for all thesis hour and comprehensive track students
 - n. Create and maintain a student database including date of graduation/if pursuing PhD
 - o. Coordinate and administer comprehensive examinations with Graduate Faculty Committee
 - p. Inform students in writing of their exam results
 - q. Maintain Graduate Program webpage
 - r. Maintain and update *Graduate Program Student Handbook*
 - s. Serve on University Graduate Studies Committee
 - t. Coordinate faculty Graduate Certifications
 - u. Maintaining evidence data for degree objectives for TRACDAT
- ii. Social Justice Studies Coordinator (SJSC)
1. The SJSC shall be responsible for all aspects of the major and minor in Social Justice Studies offered by the School.
 2. The SJSC reports to the Chair
 3. He/she shall serve a one-year term and be reviewed on an annual basis by the Chair and Dean and given notice of either reappointment or non-reappointment after consultation and confirmation with the Dean.
 4. The responsibilities and duties of the SJSC, subject to the general and special directions of the Chair, shall include:
 - a. Recruiting students
 - b. Coordinating all marketing efforts
 - c. Answering all program inquiries
 - d. Advising students
 - e. Developing the program and curriculum
 - f. Preparing program reports as needed
 - g. Coordinating course offerings with the Chair

- h. Maintaining evidence data for degree objectives for TRAC DAT
- iii. Corrections Coordinator (CC)
 - 1. The CC shall be responsible for all aspects of the online major in Corrections offered by the School.
 - 2. The CC reports to the Chair.
 - 3. He/she shall serve a one-year term and be reviewed on an annual basis by the Chair and Dean.
 - 4. The responsibilities and duties of the CC, subject to the general and special directions of the Chair, shall include:
 - a. Recruiting students
 - b. Coordinating all marketing efforts
 - c. Answering all program inquiries
 - d. Advising students
 - e. Developing the program and curriculum
 - f. Preparing program reports as needed
 - g. Coordinating course offerings with the Chair
 - h. Maintaining evidence data for degree objectives for TRAC DAT
- iv. Police Studies Coordinator (PLSC)
 - 1. The PLSC shall be responsible for all aspects of the online major in Police Studies offered by the School.
 - 2. The PLSC reports to the Chair.
 - 3. He/she shall serve a one-year term and be reviewed on an annual basis by the Chair and Dean.
 - 4. The responsibilities and duties of the PLSC, subject to the general and special directions of the Chair, shall include:
 - a. Recruiting students
 - b. Coordinating all marketing efforts
 - c. Answering all program inquiries
 - d. Advising students
 - e. Developing the program and curriculum
 - f. Preparing program reports as needed
 - g. Coordinating course offerings with the Chair
 - h. Maintaining evidence data for degree objectives for TRAC DAT
- v. MS JPL Coordinator
 - 1. The MS JPL Coordinator shall be responsible for the administrative and academic coordination of the online MS in Justice, Policy and Leadership offered by the School.
 - 2. The MS JPL Coordinator reports to the Chair.
 - 3. He/she shall serve a one-year term and be reviewed on an annual basis by the Chair and Dean.
 - 4. The responsibilities and duties of the MS JPL Coordinator, subject to the general and special directions of the Chair, shall include:

- a. Recruiting students
- b. Coordinating all marketing efforts
- c. Answering all program inquiries
- d. Processing applications
- e. Admitting/denying and recruiting accepted students
- f. Advising students
- g. Processing all online graduate student paperwork and forms
- h. Developing the program and curriculum
- i. Preparing program report as needed
- j. Coordinating course offerings with the Chair
- k. Maintaining evidence data for degree objectives for TRAC DAT

ARTICLE VI. FACULTY MEETINGS

- A. The Chair shall convene a minimum of two meetings of the School in each of the fall and spring terms, which shall be announced at the beginning of each term. The Chair shall distribute agendas to faculty via e-mail 24 hours or the day before all scheduled faculty meetings.
- B. Additional meetings may be convened by Chair, the Associate Dean or Dean or by the request of at least 25% of the School of Justice Studies Faculty.
- C. The time, and place, for all meetings shall be announced via e-mail at least one (1) week in advance, except in exceptional circumstances. Faculty meetings shall be held at a pre-established time that has been set aside for School business, except under special circumstances that require a faculty meeting be held at another time.
- D. School meetings are open to the public unless a member of the School of Justice Studies Faculty makes a motion requesting a closed session. In such instances, the School of Justice Studies Faculty shall vote on whether to hold a closed session. A simple majority is necessary in order to hold a closed session. In the event of a tie, the Chair of the session shall cast the deciding vote.
- E. All School of Justice Studies meetings shall be open to all School of Justice Studies Faculty, Lecturers, Adjunct Faculty and Emeritus Faculty. As per Article III of this document, voting rights are restricted to personnel in the School of Justice Studies who are full-time tenured or tenure-track professors.
- F. Fifty percent of the School of Justice Studies Faculty is needed for a quorum. In the absence of a quorum, the meeting shall be deemed informal with no authority to pass motions on behalf of the School of Justice Studies.
- G. At the request of the School of Justice Studies Faculty, or in circumstances requiring increased formality, Robert's Rules of Order may be invoked. A simple majority of votes cast shall be required to pass a motion to invoke Robert's Rules of Order.
- H. At all School meetings, formal minutes shall be recorded and become a permanent part of the School's archives. The minutes shall include an attendance statement of individual members present or absent, to be recorded in the following categories: present, absent, and absent due to professional activities. These minutes shall be disseminated in a timely manner and made available to any School of Justice Studies Faculty member upon request.

- I. Each School of Justice Studies Faculty member shall have one vote regardless of academic rank or tenure. In general, absentee ballots will not be allowed. Under special circumstances and on important issues, and after considerable discussion prior to the meeting of the vote, however, absentee ballots may be permissible. In such situations, absentee ballots shall be submitted to the meeting convener in writing, in advance of the meeting. Unless otherwise specified, a simple majority of votes cast shall be required to pass a motion.
- J. All curriculum adoptions/changes proposed will be brought to the faculty as a whole for a vote.

ARTICLE VII. SCHOOL COMMITTEES

A. The following shall be standing committees of the School of Justice Studies:

a. Assurance of Learning Committee:

i. **Composition and Formation:** The Assurance of Learning Committee shall be comprised of up to (3) members of the School of Justice Studies Faculty. Neither the Associate Dean nor the Chair may serve on the Assurance of Learning Committee.

ii. **Scope/Duties and Responsibilities:**

1. The Assurance of Learning Committee shall be responsible for:

Leading the Discussion and events for the annual assurance of learning event mandated by the Provost.

b. Graduate Faculty Committee:

i. **Composition and Formation:** The Graduate Faculty Committee shall be comprised of the Coordinator of the Graduate program and up to four (4) members of the School of Justice Studies Faculty that serve two year terms that may continue service in this capacity.

ii. **Scope/Duties and Responsibilities:** As the major advisory body to the Coordinator of Graduate Studies, the Graduate Faculty Committee shall provide the GPC advice and recommendations for policies and practices that effect Graduate Studies, as set forth in Article IV.C.c.ii.7. The Graduate Faculty Committee, with the Chair, will evaluate biannually the GPC.

c. Promotion and Tenure/Faculty Evaluations Committee:

i. **Composition and Formation:** The Promotion and Tenure/Faculty Evaluations Committee shall be comprised of a minimum of three (3) and maximum of five (5) tenured members of the School of Justice Studies Faculty who have achieved the rank of Associate Professor or Professor who shall be elected by the School of Justice Studies Faculty. Such members cannot simultaneously serve on College of Justice and Safety Promotion and Tenure Committee or the Faculty Evaluation Appeals Committee of Eastern Kentucky University. Neither the Associate Dean nor the Dean nor the Chair may serve on the Promotion and Tenure/Faculty Evaluations Committee.

ii. **Scope/Duties and Responsibilities:** The scope of the charge and duties and responsibilities of the Promotion and Tenure/Faculty Evaluations Committee are set forth in the Administrative Regulations of Eastern

Kentucky University Volume 4, Academic Affairs, Chapter 6, Faculty, Section 4, Promotion and Tenure.

d. Search Committee:

- i. **Composition and Formation:** The Search Committee shall be comprised of a minimum of five (5) School of Justice Studies Faculty members including a Chair of the Committee of the School of Justice Studies. The Chair is to be selected by the committee as a whole.
- ii. **Scope/Duties and Responsibilities:** The Search Committee shall be responsible for, *inter alia*, filing all requisite forms; creating a search plan; developing a search budget, including advertisement and interviewing expenses; reviewing the files of candidates; creating a short list of applicants; presenting recommendations and rationales for applicants to be interviewed; developing an interview schedule for interviewees invited to campus; and coordinating all other meetings and activities to ensure a successful search. The Search Committee is responsible for adhering to the University policy for searches and all human resource requirements.
- iii. The protocol of procedures of the Search Committee will abide by the *Faculty Handbook* (Part Three, VII: Guidelines for Recruiting Tenure-Track Faculty):
 1. The Department Search Committee should meet with the Department Chair to draft the position announcement/advertisement once authorization is granted from the Provost and College Dean for the search to begin. The announcement/advertisement must contain statements specifying the rank at which the candidate is to be employed, that the position is tenure earning, the minimum required qualifications and credentials, a reference to EKU's competitive compensation, application instructions and contact information. The announcement/advertisement should contain a request for a list of at least three references, together with their telephone numbers and e-mail addresses. At this stage of the process, it is generally counterproductive to request letters of recommendation. The announcement/advertisement should state the date on which the initial review of applications will begin and should clearly state that the search will continue until the position is filled. The following statement must be included at the end of the announcement/advertisement: Eastern Kentucky University is an Equal Opportunity/Affirmative Action Employer.
 2. In order to facilitate the review process, it is recommended that a draft of the announcement/advertisement be shared with the College Dean, the Equal Opportunity Office, and the Provost as early as possible in the process. Those three offices promise a 24-48 hour turnaround.
 3. Two versions of the advertisement should be prepared. The longer version is for use in less expensive media and the shorter is for use in more expensive media. The longer version should be posted on

- the Department's home page. Each advertisement should contain the appropriate web address where the full announcement can be found.
4. The advertisement plan for the position should include a cost estimate. Human Resources can provide that information based on a draft of the announcement/advertisement.
 5. It is also recommended that departments prepare an attractive announcement of the position to be sent to colleagues at similar departments across the country, and make every effort to identify and solicit a broad pool of qualified applicants.
 6. Appropriate paperwork is to be filed with the Equal Opportunity Officer, the College Dean and the Provost.
 7. Each Search Committee is to select a Chair and have it understood that the committee Chair is the only contact person for communications with the candidates.
 8. The Chair of the Search Committee is to keep all records from the search, including CVs and related materials from all applicants, evaluations of each applicant; notes from all reference calls made; and interview notes. At the end of the search process, the entire file should be transferred to the College office for storage for five years.
 9. The Search Committee is to develop a clear set of selection criteria for evaluating applicants and a search process timetable.
 10. Each applicant is to be screened for minimum education and experience requirements. If an individual does not satisfy these requirements, the individual is not a qualified applicant and should not be given further consideration for the position. A letter should be sent to any such individual clarifying the status of the individual's application.
 11. After initial screening under item 10 above, each remaining application received should be acknowledged, and the affirmative action compliance information form and a postage-paid envelope provided by the Equal Opportunity Office should be included in the acknowledgement.
 12. The Search Committee will then conduct an initial review of the applicants and provide the Department Chair and the Dean with a summary of the applicant pool. At this point, a review of the candidate pool will be made by the Dean to ensure that it is a viable pool of applicants. If it is determined that it is not, the search can be continued or reopened at a later date.
 13. The Search Committee will apply the stated criteria to the applicant pool to develop a list of semi-finalists. Careful notes must be kept as to the reason(s) why each applicant does or does not meet the criteria. These notes must be retained as a part of the search file.
 14. The Search Committee will check the listed references of the semi-finalists. References can be collected in the form of traditional letters, faxed letters, e-mail communications, or telephone calls to the references. Telephone reference checks have been proven to be

very effective means of gathering a good deal of information about candidates in a timely manner. Careful notes of any telephone conversation need to be kept as part of the applicants' files.

15. If reference checks are made by telephone, the caller should use a script so that the same topics are covered with each reference call for each candidate. (It is understood, that as in any conversation, the discussion can go in many directions. The important point is that at least the same topics are covered in each reference call.)
16. It is important through the search process that candidates are kept informed as to the status of the search process.
17. It is imperative that throughout the search process all candidates, internal and external, are treated exactly the same.
18. Following reference checks, the Search Committee may choose to arrange to do video interviews or telephone conference calls with some of the semi-finalists for the purpose of exploring key issues with a larger group of candidates than be brought on to campus. Once again, a script should be developed and followed for each discussion with a candidate. Records of those discussions must be kept as part of the search file.
19. The Search Committee will bring its list of finalists for on-campus interviews to the faculty for discussion and vote. Once the faculty has vote, but prior to inviting any candidates to campus, the Chair of the Search Committee should review the status of the search with the Dean. The Search Committee must be able to articulate why the proposed interviewees were selected for on-campus interviews. The Chair of the Search Committee and the Dean must ensure that all qualified applicants were given equitable employment consideration. Complete AA-1 form and forward to the College Dean. After all approvals, forward a copy to the Equal Opportunity Office.
20. The Search Committee together with the Department Chair shall plan the campus visits of the finalists. Appointments should be scheduled with the College Dean as well as other appropriate individuals. Interviews may also be scheduled with the Provost if judged to be appropriate. Copies of the finalists' resumes should be shared with each person with whom an interview meeting is scheduled.
21. Planning for the campus visits of candidates should be done as much in advance of the visit as possible. Efforts should be made to bring in candidates on a Saturday for two reasons: 1) the airfare is less expensive; and 2) the candidate will have a better opportunity to experience the Richmond area in a leisurely fashion before formal interviewing begins. It is hoped that departments will also use the weekend for informal socializing with candidates.
22. Departments working in conjunction with their College offices should prepare complete informational packets to be mailed to the candidates well in advance of their campus visits.

23. All individuals who will interact with the candidates should be counseled on the legal considerations of an interview and the fact that good candidates will be interviewing us as much as we will be interviewing them.
24. Cost containment is also an issue in searches. In addition to controlling the high costs of airfares, departments should consider housing candidates in an area hotel with whom we have a negotiated rate for two reasons. First, the University has established a negotiated rate per room per night with the following hotels/bed & breakfast: Best Western Holiday Plaza, Best Western Road Star Inn, Red Roof Inn, Comfort Suites, Hampton Inn, and the Bennett House. Second, the University has negotiated a direct billing process so that departments will not have to charge their accounts and then get reimbursed. Hosted meals should be kept within reason. While it is important to provide candidates with gracious hospitality, it is also important to keep the cost of hosted meals under control. No more than two to three individuals should be included in candidate meals.
25. While on campus, candidates should meet with as broad of a range of persons as possible. A formal feedback mechanism, preferably a written form developed in advance of the Search Committee, should be provided for everyone who meets with the candidates.
26. Questions about salary should be referred to the Dean. Candidates can be told that our salaries are competitive. But the actual salary for a position is not determined until the top candidate is identified. At that time, a series of discussions occur between the Chair, the Dean and the Provost about the appropriate salary following an analysis of national data from at least two to three sources.
27. Following the campus visits of all finalists, the Search Committee will hold a meeting to discuss the candidates and develop a ranked list of “acceptable” and “unacceptable” candidates. The list, which shall be forwarded to the Dean, shall be accompanied by a narrative of the finalists’ relative strengths and weaknesses.
28. Recommendation regarding recommended candidates, rank and salary are to be forwarded to the Dean, who in turn, will discuss them with the Provost. Following that discussion, final paperwork will be prepared for approval by the Department Chair, the Dean, the Provost, and for review by the Equal Opportunity Officer. Once approval to proceed is given, the Dean will authorize an offer of employment to be made. If the offeree accepts the position, the Dean’s office will prepare the PAF. NOTE: The hiree is not to begin work until a fully executed PAF is in place.
29. Care should be taken following a hiring that the transition to Eastern Kentucky University is made as smooth as possible for the new

colleague. Frequent contact should occur between the new colleague and the home department during the period of transition to EKU.

30. Departments should develop formal mentoring programs for new faculty members, which should begin in the first semester of employment at EKU.

B. Each standing committee shall report its activities at faculty meetings.

C. Selection of Committee Membership

- a. Except where the membership or method of selecting a committee is otherwise specified by this document, the School of Justice Studies Faculty shall self-nominate to serve on standing committees. Should there be more volunteers than members needed, the Chair will make a determination of members based on workload and other committee obligations using the approved Tier model. There shall be no limit to the number of committees on which a tenured School of Justice Studies Faculty member may serve.
- b. Except where otherwise provided, there shall be no limit to the number of successive committee terms to which an individual may serve.
- c. Faculty will not be expected to serve on both Tier 1 and Tier 2 Committees but are not prohibited from such service should they self-nominate.
- d. Except where otherwise provided, members of standing committees shall serve on an academic year basis.

D. Ad Hoc Committees: Special long- or short-term committee assignments may be made by the Dean, Associate Dean and/or Chair to promote the welfare of the School.

This governance document may be amended. A proposed amendment must come from 25% of tenure/tenure-track faculty and presented in writing to the Chair and faculty as a whole to discuss. A vote will be held wherein the proposed amendment must pass with 75% of faculty approval.

Appendix:

Tier 1

Restricted membership (e.g., SJS P&T)
Major policy or personnel impact
No faculty-at-large review
Heavy workload

Tier 2 (e.g., Faculty Search Committee)

Restricted membership
Major policy or personnel impact
Faculty-at-large review
Heavy or moderate workload

Tier 3 (e.g., College, University P&T)

Restricted membership
Minor policy or personnel impact
No faculty-at-large review
Light workload

Tier 4 (Awards, grievance, student discipline)
Unrestricted membership
Minor policy or personnel impact
No faculty-at-large review
Light workload