

## MEMORANDUM

TO: UNC Faculty Assembly Delegates  
FROM: Judith Wegner, Chair  
RE: Revised Charter Revision Proposals: Size of Campus Delegations, etc.  
DATE: March 17, 2009

*Summary.* As we discussed at the October 2008 and January 2009 UNC Faculty Assembly meetings, we need to consider the way that sizes of campus delegations are determined, in light of the experience to date with changes made in 2007. This memorandum summarizes the existing system, the reasons for a proposed change, and the changes suggested. Charter changes need to go through two readings of the Assembly, and then need to be approved by the Faculty Senates on the campuses. I would propose that we not alter the current sizes of delegations this year and instead submit recommendations proposed here to take effect when delegation size needs to be considered in spring 2010. This memorandum is a revision of the one submitted to you in advance of the January 2009 meeting, with changes reflecting the discussion at that time.

*Background.* For many years, the Charter specified that the number of delegates for each campus be set according to clear numeric size thresholds. Thus, in effect, once the number of full-time faculty members hit a certain bench mark (for example, 7000), the delegation size would increase by one. This system was changed in 2007 as a result of the Faculty Assembly self-study. The self-study committee believed it was important to maintain a stable size for the Assembly as a whole, and thus recommended that delegation sizes be set based on the proportion of full-time faculty members on a given campus compared to the aggregate number of full-time faculty members system-wide. The relevant text Article II.1 of the current Charter follows:

Representation in the Assembly shall be apportioned among the constituent institutions of The University of North Carolina with regard to the number of full-time faculty and professional staff members in the service of each institution. *Each institution shall select the number of delegates based on the percent that its full-time faculty comprise of the full system-wide faculty according to the following cut-offs: < 2%, two (2) delegates; ≥ 2 and < 5%, three (3) delegates; ≥ 5% and < 10%, four (4) delegates; and ≥ 10%, five (5) delegates. Any time the number of full-time faculty and professional staff members of an institution changes as to entitle it to a larger or smaller number of delegates under the foregoing formula, the number of its delegates forthwith shall be changed accordingly. An exception to this will be made at the time of change to the charter (May 4, 2007) such that no institution will decrease its number of delegates in the year of the change to the formula.* Every delegate to the Assembly shall be a full-time faculty or professional staff member of the institution he/she seeks to represent. The manner of the selection of delegates shall be determined by the faculties of the respective institutions consistent with their institutional practices. It is highly recommended, however, that one of the delegates from each institution be the Chair of the faculty senate (faculty council) for that institution. Terms and rotation of delegates shall be specified in the bylaws.

Also at the October 2008 meeting, as required under our bylaws, I provided you with information on the calculations required by the Charter, including the number of full-time faculty at the respective campuses and the aggregate number of full-time faculty system-wide. That information is included once again as an appendix to this memorandum.

*Need for Change.* There are at least two problems with the new system of determining sizes of delegations. First, because sizes of faculty on the campuses may fluctuate from year to year, there appears to be some likelihood of delegation sizes moving up and down on a yearly basis (even though delegates are generally elected for three-year terms). In addition, the percentage cut-offs included in the new system appear artificial and leave several campuses that traditionally had stable delegations of four members at the edge of the percentage line, making it likely that they would be consistently forced to confront this swing up and down. In reviewing the Charter, two other issues were evident (one involving a reference to “faculty and professional staff,” as the basis for calculating the proportions, and “professional staff” and the other relating to faculty senate chairs from some of the campuses wishing to serve actively as “ex officio” members of the Assembly (and in most respects functioning as an additional delegate from their campuses). It seemed that these points needed clarification too.

## *Proposed Changes*

The attached draft of charter changes is drafted to reflect the discussion at the January 2009 Faculty Assembly meeting. At that time, the consensus of sentiment was as follows:

- *Professional Staff v. Professional Librarians.* At line 3 and 17, reference “full time faculty member” and eliminate reference to “professional staff.” Professional librarians who have faculty standing are thus covered by the reference to “full time faculty.” Traditionally, determinations about what constitutes “full time” status have been left to the campuses.
- *Rolling Averages.* At our October meeting, we had discussed the notion of a “five-year rolling average” in defining how proportions based on full-time faculty would be calculated, in order to avoid short-term swings that could skew delegate size based on anomalies from year to year. At the January 2009 meeting, the delegates indicated a preference for using “the average for the preceding three years beginning in 2010” and that terminology has been included in the new draft.
- *Percentage Cut-Offs.* As reported in January 2009, at lines 14-15, I changed the break point percentage for campuses with four and five delegates. The 10 percent cut-off included in the Charter revision was somewhat arbitrary, and using a seven percent cut-off would allow UNCG and UNCC keep their delegation sizes at 5 (rather than cutting them back to four), and would also give ASU a fifth delegate (assuming that these numbers hold). I believe that the Assembly itself (and certainly the UNCG and UNCC faculty senates) would not have adopted the changes made in 2007 had they anticipated that long-standing delegations would be cut. Indeed, the senate chairs from those campuses communicated with Brenda Killingsworth last year to ask that these changes not be made to their delegations. It also seems to me that having two or three more delegates would not compromise the effectiveness of the Assembly as a whole. The delegates agreed and that provision remains as it was in the January draft.
- *Faculty Senate Chairs, Campus Delegations, and Assembly Operations.* We’ve had several questions this year about the role current faculty senate chairs should play within the Assembly if they are not in fact part of their campus delegations. Some of our campuses have different views on what the role of the chair should be, and our Governance Committee has been trying to compile information on this point. For example, some campuses want to give more people a chance to participate in the Assembly and thus may disqualify the current senate chair from membership in their delegations. Some campuses have a system of selection a faculty-senate-chair-elect who serves as a member of their delegation, but is no longer a delegate when they become current faculty senate chair. In some instances, senate chairs serve as alternates. Matters are compounded because on many campuses the term of the faculty senate chair doesn’t match the term of Faculty Assembly delegates. As discussed at the January 2009 meeting, the language has been revised to read that “the Chair may attend and participate in meetings of the Assembly but shall not constitute a voting member. The understanding is also that the Faculty Assembly budget cannot pay costs for added faculty members such as Chairs who wish to attend ex officio.

*Requested Action.* Since the Assembly discussed these issues at the January 2009 meeting and passed the changes outlined above in concept, we will take them up in March 2009 for the second reading as required under our Charter (information on Charter revision is included in the following footnote including the text of Article IV of the Charter relating to amendments).<sup>1</sup> If passed at our March meeting, we should ask all campus senates to approve the changes at their April meetings so we can put them into effect immediately.

---

<sup>1</sup> This Charter shall be transmitted to the constituent institutions of The University of North Carolina for ratification or rejection by the faculty of each institution in accordance with the processes of that institution. The Charter shall become effective upon its ratification by two-thirds of the constituent institutions of The University of North Carolina. The institutions whose faculties ratify the Charter shall become participating institutions and shall send delegations to the Assembly.

An amendment to the Charter may be introduced in the Assembly by any member of the Assembly; and if approved by a majority of the authorized membership of the Assembly, it shall be transmitted to the participating institutions of the Assembly for ratification by the faculty of each institution in accordance with the processes of that institution. An amendment shall become effective upon its ratification by two-thirds of the participating institutions of the Assembly.



1 **ORGANIZATION AND RELATIONSHIP (PROPOSED CHARTER REVISION VERSION 3/17/09 JWW)**  
2

3 1. Representation in the Assembly shall be apportioned among the constituent institutions of The University of  
4 North Carolina based on the number of full-time faculty ~~and professional [staff] librarians~~ in the service of each  
5 institution (“campus faculty”) compared to the aggregate number of full-time faculty and professional librarians on all  
6 campuses (“system-wide-faculty”), with both the number of campus faculty and the number of system-wide-faculty  
7 calculated based on the average for the preceding three academic years, beginning in the 2010-2011 year. ~~based on a~~  
8 ~~five-year rolling average.~~<sup>2</sup> Delegation sizes shall range from 2 delegates to five delegates, based on the following  
9 formula:

- 10 a. Two delegates for institutions whose number of campus faculty constitutes less than two percent of the  
11 system-wide-faculty;  
12 b. Three delegates for institutions whose number of campus faculty constitutes more than two percent but  
13 less than five percent of the system-wide-faculty  
14 c. Four delegates for institutions whose number of campus faculty constitutes more than five percent but  
15 less than seven percent of the system-wide faculty;  
16 d. Five delegates for institutions whose number of campus faculty constitutes more than **seven percent** of  
17 the system-wide faculty.<sup>3</sup>  
18

19  
20 Every delegate to the Assembly shall be a full-time faculty member ~~or professional [staff] librarian~~ of the institution  
21 he/she seeks to represent. The manner of the selection of delegates shall be determined by the faculties of the  
22 respective institutions consistent with their institutional practices. It is highly recommended, however, that one of the  
23 delegates from each institution be the Chair of the faculty senate ~~(faculty council)~~ for that institution. **In the event**  
24 **that the Chair of the campus faculty senate (faculty council) is not a member of the campus delegation, the**  
25 **Chair may attend AND PARTICIPATE IN meetings of the Assembly but shall not constitute a voting**  
26 **member.** Terms and rotation of delegates shall be specified in the bylaws.

27 2. The Assembly shall have a Chair and other such officers, who shall be chosen in such manner and for such  
28 terms, as the Assembly may provide its bylaws.  
29

30 3. Each institutional delegation to the Assembly shall make available to the faculty of its institution the official  
31 minutes of the proceedings of the Assembly, together with the written report of the delegation.

---

<sup>2</sup>Bylaw provisions II. Members of the Assembly

- A. The Assembly shall be composed of elected representatives from each institution according to the provisions of Sec. II, Par.  
1 of the Charter. The number of full-time faculty and professional staff members at each institution shall be calculated as the  
number of budgeted teaching positions (FTE) at the institution. Using this number as of the second regular meeting of the  
Assembly, the Chair shall notify the Assembly during the second regular meeting of the number of delegates to which each  
institution is entitled during the next academic year.
- B. The Assembly shall make no determination of the method of election, those matters being specifically reserved to the  
faculties of the several institutions.

<sup>3</sup> **Existing Language of Charter** (as revised in 2007):

*Each institution shall select the number of delegates based on the percent that its full-time faculty comprise of the full system-wide faculty according to the following cut-offs: < 2%, two (2) delegates; ≥ 2 and < 5%, three (3) delegates; ≥ 5% and < 10%, four (4) delegates; and ≥ 10%, five (5) delegates. Any time the number of full-time faculty and professional staff members of an institution changes as to entitle it to a larger or smaller number of delegates under the foregoing formula, the number of its delegates forthwith shall be changed accordingly. An exception to this will be made at the time of change to the charter (May 4, 2007) such that no institution will decrease its number of delegates in the year of the change to the formula.*