

3. Rules of Procedure for Faculty Boards, the Board of Teacher Education and the Organisation of the Faculties

Approved by the Vice-Chancellor 13 December 2021

3.1 Faculties

3.1.1 Faculty division

The university board determines the composition of the faculties and thereby the area of responsibility of each faculty board. There are two faculties at Karlstad University: the Faculty of Arts and Social Sciences, and the Faculty of Health, Science and Technology.

3.1.2 Dean and deputy dean

Each faculty is headed by a dean, who is the chair of the faculty board. The vice chair acts as deputy dean. Deans and deputy deans are appointed by the vice-chancellor after nomination by a recruitment group. The recruitment group gathers input from reference groups consisting of staff and students, in addition to the outcome of an election process by a collegial reference group. Student representatives should be members of the recruitment and reference groups. The term of office of the dean is four years. Deans should at the very least meet the requirements for reader (docent) appointments, and deputy deans must have a doctor's degree and should meet the requirements for reader (docent) appointments.

The dean is accountable for the quality and development of the faculty's teaching and research. Tasks also include the overall responsibility for staff and work environment, finances, pedagogical development, cooperation, internationalisation, gender equality, sustainable development, and student representation. The dean delegates tasks to the deputy dean, who is also the dean's alternate in the role of faculty head.

The dean has managerial responsibility for preparing and implementing decisions of the faculty board.

3.2 Faculty board

3.2.1 Mandate

The faculty boards report to the vice-chancellor. Their tasks include strategic planning, evaluation, and assessment of first-, second-, and third-cycle courses and programmes, as well as of research in the subjects falling under the faculty concerned. The faculty boards are responsible for ensuring that faculties operate according to the strategy determined by the university board.

The faculties conduct and develop their activities in cooperation with each other, the board of teacher education, as well as external partners.

Each faculty board is responsible for ensuring that the faculty follows its framework budget, i.e. the guidelines for development and use of the faculty's human and financial resources according to the framework determined by the university board for the university as a whole.

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Applies from:	13 December 2021	until:	further notice	Officer:	Daniel Gustafsson		

The faculty board is to ensure the quality and quality development of the content of faculty operations within the board's area of responsibility, meaning education and research in collaboration with society at large. The faculty board is also responsible for educational development in the faculty.

The faculty boards have the overarching responsibility for ensuring the quality of third-cycle education, including effectiveness, structure, curricula, supervision, as well as the coordination of courses and the training of supervisors.

3.2.2 Composition of the faculty board

The majority of board members shall have appropriate research or artistic qualifications (Higher Education Act (1992:1434), Ch. 2, Sect. 6 HL). The chair and vice chair are appointed by the vice-chancellor after an extensive consultation process with faculty staff and an election (see 3.1.2).

In this context, those with appropriate research or artistic qualifications are professors or teaching staff holding doctorates or with equivalent research or artistic expertise.

3.2.2.1 *Electability*

To be eligible for election, teaching staff should have an employment contract of at least 50 per cent of full-time, covering at least two years ahead in time.

Only those with appropriate research or artistic qualifications are eligible for the positions of chair, vice chair, and four of the six teaching staff positions.

3.2.2.2 *Voting eligibility*

The right to vote for the above mentioned eight teaching staff representatives is held by everyone who has at least 50 per cent of full-time employment at the faculty at the time when the voters' roll is drawn up.

3.2.2.3 *Other*

Elections shall be held after a nomination committee has suggested candidates. See the regulations for faculty board elections.

Student representatives and doctoral representatives are elected by the student representative body with student union status.

Three alternate board members are to be elected for the six teacher members, and at least two of them should have appropriate research or artistic qualifications. The ranking of alternate members with appropriate research or artistic qualifications is determined by the election results.

The vice-chancellor has decided that a faculty board shall have thirteen members. The composition of the faculty board is shown in the table below.

The vice-chancellor has decided that administrative and technical staff at the faculty may elect two representatives, with the right to attend and speak at meetings, for three-year terms.

Staff representatives have the right to attend and speak at faculty board meetings. These are appointed and dismissed by the labour union(s) represented at the institution, in the manner stated in the Staff Representation Ordinance.

Members		Appointed/elected	Term of office
Chair (dean) (Teacher with a doctorate)	1	Appointed by the vice-chancellor after consultation with faculty staff, and an election.	4 years
Vice chair (deputy dean) (Teacher with a doctorate)	1	Appointed by the vice-chancellor after consultation with faculty staff, and an election.	4 years
Six teachers, of whom at least four have the appropriate research or artistic qualifications.	6	Elected by all faculty staff.	3 years
A third-cycle student registered at the faculty.	1	Elected by the student representative body with student union status.	1 year (academic year)
An external member with appropriate research or artistic qualifications.	1	Elected by all faculty staff.	3 years
Three student representatives with an alternate member for the group.	3	Elected by the student representative body with student union status.	1 year (academic year)
Total members	13		

Right to attend and speak			
Two representatives of administrative and technical staff.	2	Elected by all faculty staff.	3 years
Two staff representatives.	2	Elected by the labour union(s) represented at the institution.	1 year

3.2.3 Rules of procedure for the faculty board

3.2.3.1 *Call to meeting*

The call is determined by the dean. The final agenda is set at the board meeting. The call, agenda, and supporting documentation are distributed to members, representatives of administrative and technical staff, and to staff representatives at the latest six working days before an ordinary meeting. The dean may call an extraordinary meeting.

Members unable to participate in meetings shall notify the secretary of the faculty board.

3.2.3.2 *Meeting procedure*

The faculty board is quorate when more than half of its members are present, including the chair or vice chair.

Decisions shall be made by people with the appropriate research or artistic qualifications, if decisions involve evaluation of the organisation, implementation or quality of courses and programmes, or the organisation or quality of research as well as artistic development.

If such evaluation is to be done by a group of people, the majority of group members shall have appropriate research or artistic qualifications. In specific cases, the university board may decide that such a majority is unnecessary (Chap. 2, Sect. 6, Higher Education Act).

If members with appropriate research or artistic qualifications do not constitute a majority, this may be handled by postponing the matter to the next board meeting, or by removing some of the members who do not have the appropriate research or artistic qualifications by drawing lots. Note, however, that more than half of the members must be present for the board to be quorate.

The secretary of the faculty board also participates in meetings. Rapporteurs appointed by the dean participate in the matters in question. In addition, the dean may decide to give a specific person the right to attend and speak at a certain meeting or during the handling of a specified matter. The faculty board may make additional adjunctions.

The dean is responsible for ensuring that each separate board matter is prepared in accordance with the regulations on information and negotiation, as per current labour law and agreement.

When possible, suggested decisions about matters should be included with the documentation distributed before meetings.

Minutes are to be taken at each meeting. They shall be signed by the secretary and approved by the chair as well as by the corrector appointed by the meeting. Minutes shall be approved at the latest three weeks after the meeting.

Matters are decided by acclamation, unless voting is requested. Voting shall be open and the result is determined by simple majority. The voting regulations are stipulated in section 29 of the Administrative Procedures Act (2017:900), APA. In the event of a tie, the chair has the deciding vote.

According to Section 30 of the APA, a board member who participated in decisions has the right to record a reservation. This involves having a dissenting opinion noted in the minutes, so that the member is seen not to have participated in the decision. Rapporteurs and other officials who have not been involved in a decision, but who have been involved in the handling of a matter, also have the right to have dissenting opinions noted. Dissenting opinions have to be recorded in connection to the meeting, i.e. before the minutes are adjusted.

3.2.3.3 Student representation

Student representatives are appointed by the student representative body with student union status. If no student body has student union status, the university needs to arrange for the election of student representatives. Alternate student representatives not on representation duty have the right to attend meetings without financial compensation, but do not have the right to speak or make suggestions.

3.2.3.4 Urgent matters

If a matter is so urgent that there is no time for the faculty board to convene and handle the issue, the matter may be decided by way of messages between the chair and as many members as needed so as to constitute a quorum. However, all board members have to be given the opportunity to participate in the decision. If this procedure is deemed inappropriate, the dean may decide the matter him/herself. Decisions taken in this manner have to be reported at the next faculty board meeting.

3.2.4 Other official groups at faculty level

3.2.4.1 *Mandatory councils and committees*

Each faculty must have an appointment and promotion committee, research committee, programme council, committee for first-cycle and second-cycle education, and committee for third-cycle education.

The establishment of additional boards, committees and councils is to be restricted.

3.2.4.2 *Appointment and promotion committee*

The appointment and promotion committee is responsible for processing and presenting proposals on appointments where experts are consulted.

The committee is also responsible for preparing and presenting proposals on promotions to professor or senior lecturer, and appointments as reader (docent) and recognised or distinguished university teacher.

The appointment and promotion committee is composed of scientifically and pedagogically competent members with the qualifications to assess applicants, student representatives and doctoral student representatives. The committee should be selected to ensure a wide range in terms of subject area, background, international experience and gender.

The committee is led by a chairperson. Chairperson and teacher representatives must have a doctor's degree and should meet the requirements for reader (docent) appointments. Chairperson and teacher representatives are appointed by the board. One student representative and one doctoral student representative are appointed by the students' union.

3.3 Internal faculty organisation

3.3.1. Department

The faculty is divided into departments. Each department is led by a head of department. The departmental organisation of the faculty is determined by the university board. The vice-chancellor is mandated by the university board to make changes regarding departmental organisation as well as the departmental location of subjects, as necessitated by operations. The departments are required to have rules of procedure approved by the dean, specifying the organisation of labour, where and how decisions are made, and the avenues for student and employee influence.

3.3.1.1 *Head of department*

Each department shall be led by a head, who is appointed by the dean after consultation with the vice-chancellor. Department heads are usually appointed after an election process with reference groups. A head of department serves a four-year term.

The head's responsibilities and mandates are established via delegation decisions by the dean. Heads represent the employer, form part of the faculty's management team, and lead in a way pursuant to the university's leadership and co-workership policy. The head's tasks include responsibility for staff, finances and work environment within the department. It is also the responsibility of the head to ensure that the activities of the department maintain high quality and develop strategically in dialogue with the staff, as well as paying attention to equal opportunities, diversity and sustainable development. The head of department also has an overall responsibility for student representation at the department and a special responsibility for student representation when a decision is to be made by one single individual by ensuring that consultation takes place with a student representative

in good time before the decision is made, all in accordance with Chap. 2, Sect. 14, Higher Education Ordinance (1993:100).

3.3.1.2 *Deputy head of department*

Each department should have a deputy head of department who answers to the head of department. The deputy serves as assistant head and should thus not be tasked with responsibility for any specific subject or subject group. Overarching departmental matters involving staff, finances, work environment, and operational development can be delegated to the deputy head. The position's duties and mandate are specified in writing by delegated authority to the head of department. Deputy heads are appointed by the dean after consultation with department heads.

3.3.1.3 *Examiner*

Grades on first and second cycle courses (Master 60/120 ECTS credits) shall be determined by a specifically nominated teacher: the examiner (Chap. 6, Sect. 18, Higher Education Ordinance). Examinations included in third-cycle studies will be graded by a specially nominated teacher: the examiner (Chap. 6, Sect. 32, Higher Education Ordinance). Delegated by the dean, the examiner is also in charge of approval or rejection of credit transfer for complete or partial courses. First-cycle and second-cycle examiners and alternate examiners are appointed by the dean after consultation with the department head. Third-cycle examiners are appointed by the faculty board in question or by the body to which the faculty board delegates the task of appointing an examiner.

The examiner should normally be a permanently employed teacher at the University. The minimum requirement is that an examiner is permanently employed at 50 per cent of full time, or holds a fixed-term appointment for a period of at least two years.

Examiners for first-cycle courses shall at least hold a degree of doctor. Examiners for second-cycle courses and third-cycle courses should be a reader (docent) or professor. Under special circumstances, the dean may allow exceptions.

3.3.1.4 *Programme coordinator*

A programme coordinator shall be appointed for each degree programme. The programme coordinator reports to the faculty board and serves as coordinator of an individual study programme. A programme coordinator's tasks include continuous supervision and monitoring of the programme, as well as coordinating different components of the programme.

3.3.1.5 *Director of studies*

Each of the department's subjects should be represented by a director of studies who answers to the head of department. If necessary, the same director of studies can be appointed for more than one subject. It is also possible to appoint one director of studies for the subject's first-cycle and second-cycle education and another director of studies for the subject's third-cycle education. The position as director of studies is advertised within the department and the candidate is appointed by the head of department after consultation with the dean. The term duration is normally three years and the scope of the position is decided by the head of department.

The task of the director of studies includes operational planning and following up on the subject's courses and programmes, promoting development and high quality of the subject's courses and programmes, and being responsible for coordinating educational development in the subject. The director of studies is also responsible for workforce planning.

3.3.1.6 *Head of subject*

Each of the department's subjects should be represented by a head of subject who answers to the head of department.

If necessary, the same head of subject can be appointed for more than one subject. Head of subject appointments should always be announced within the department. The head of subject is appointed by the head of department after consultation with the dean. A head of subject should normally hold a PhD in the subject in question and be qualified for a position of reader (docent) or hold equivalent artistic qualifications. The term duration is normally three years and the scope of the position is decided by the head of department. The task of the head of subject includes representing the subject in- and outside of the department where requested by the head of department, ensuring the strategic development and continued high quality of the subject's courses and programmes, research and collaborations, and assisting the head of department with regard to recruitments. The duties and mandate of the position are specified in writing via delegation decision by the dean.

3.3.1.7 *Departmental and educational councils*

The department must have a departmental council and at least one educational council to advise the head of department. The councils are to secure representation of students and every subject in the department regarding strategic development, operational planning and monitoring, finances, work environment, course syllabi, course analysis and other student related matters. The composition of the councils is determined by the department head in consultation with the dean. Student representatives are appointed by the students' union.

3.3.1.8 *Management team*

The department must have a management team to deal with strategic and operational issues. The composition of the management team is determined by the department head in consultation with the dean.

3.3.1.9 *Staff meetings*

Every departmental subject is to hold staff meetings to bring up issues regarding education, research, collaboration, and any other topics related to the activities of the subject.

3.3.2 *Faculty administration*

An administrative office shall be organised directly under the dean. The office serves as a shared and cohesive administrative resource for the whole faculty. The office is to provide administrative support to the dean, the faculty board and its committees, the departments and students. Operations shall be characterised by flexibility and focus on the needs of the organisation. The administrative office is led by an administrative head who reports to the dean.

Administrative and technical staff that are unambiguously and specifically tied to the education and research of a department or subject can be hired at the department. If necessary, more assignments can be established by the head of department after consultation with the administrative head and the dean, however, this does not apply to central assignments of local character in the faculties.

3.3.2.1 *Administrative head*

The main task of the administrative head is to manage operations of the administrative office in such a way that its tasks are completed efficiently. This includes responsibility for staff and work environment. Additionally, the administrative head shall assist the dean in certain matters, including budgeting, evaluation, and staff administration, and shall also cooperate with the university director in administrative matters. The administrative head is also responsible for overseeing the implementation and follow-up of approved decisions and for preparing matters coming from the faculty to the vice-chancellor. The administrative head's responsibilities and mandates are established via delegation decisions in accordance with the faculty's internal delegation of authority.

3.4 Board of teacher education

3.4.1 Organisation and mandate

Teacher Education programmes at Karlstad University are part of a matrix organisation with a teacher education board. The vice-chancellor determines the mandate of the teacher education board, which has the overarching responsibility for quality and quality enhancement of the content of the courses and programmes offered and of research conducted within the domain of teacher education. The board of teacher education also has the overall responsibility for educational development within the domain of teacher education.

3.4.1.1 *Dean and deputy dean*

A dean heads the teacher education board. The vice chair of the teacher education board acts as deputy dean. The dean and deputy dean are appointed by the vice-chancellor after a recruitment team, appointed by the vice-chancellor, and collegial consultative groups have interviewed, selected and voted on candidates. Student representatives should be members of the recruitment and reference groups. A dean and deputy dean must hold a PhD as a minimum requirement and should be qualified for a position of reader (docent).

The dean has the ultimate responsibility for the activities of the teacher education board. Tasks also include the overall responsibility for staff and work environment, finances, pedagogical development, cooperation, internationalisation, gender equality, sustainable development, and student representation. The dean delegates tasks to the deputy dean, who is also the dean's alternate in the role as head of the teacher education board.

The dean has managerial responsibility for preparing cases and the overall responsibility for implementing decisions made by the teacher education board.

3.4.1.2 *Teacher education office*

The teacher education office provides administrative support to the board of teacher education. The office shall assist the dean, the teacher education board, departments, teachers and students. Operations shall be characterised by flexibility and focus on the needs of the organisation. The teacher education office is led by a head who reports to the dean.

3.4.1.3 *Head of the teacher education office*

The main task of the head of the teacher education office is to direct the unit's operations and to ensure that it fulfils its tasks efficiently. In addition, the administrative head shall assist the dean in certain matters, including budgeting and evaluation, as well as cooperating with the university director in administrative matters. This includes responsibility for staff and work environment. The

office head is also responsible for overseeing the implementation and follow-up of approved decisions and for preparing matters coming from the faculty to the vice-chancellor.

The responsibilities and authority of the administrative head are decided by delegation of the dean.

3.4.2 Responsibility

The board of teacher education is responsible for teaching and research as follows:

- First- and second-cycle courses and programmes that form part of teacher training
- Education research with relevance for teacher training.

It is the duty of the board of teacher education to support third-cycle education that the faculties offer in its area of responsibility.

3.4.3 Composition of the board of teacher education

The majority of board members shall have appropriate research or artistic qualifications (Chap. 2, Sect. 6, Higher Education Act). The chair and vice chair are appointed by the vice-chancellor after an extensive consultation process with faculty staff and the teacher education office, as well as an election.

In this context, those with appropriate research or artistic qualifications are professors or teaching staff holding doctorates or with equivalent research or artistic expertise.

3.4.3.1 Electability

- Only those with an employment contract of at least 50 per cent of full-time are eligible for election.
- Only those with appropriate research or artistic qualifications are electable to the positions of chair, vice chair, and five of the six teaching staff positions.

3.4.3.2 Voting eligibility

- Everyone with an employment contract of at least 50 per cent of full-time at either of the faculties or at the teacher education office when the voters' roll is drawn up, is eligible to vote for the teacher representatives mentioned above.

3.4.3.3. Additional information

- Elections shall be held after a nomination committee has suggested candidates. See the regulations for teacher education board elections.
- Student representatives and doctoral representatives are elected by the student representative body with student union status.
- Three alternate board members are to be elected for the six teacher members, and at least two of them should have appropriate research or artistic qualifications. The ranking of alternate members with appropriate research or artistic qualifications is determined by the election results.

The vice-chancellor has decided that the board of teacher education shall have fourteen members. The composition of the faculty board is shown in the table below.

The vice-chancellor has decided that administrative and technical staff may elect two representatives on three-year terms, with the right to attend and speak at meetings. Alternates for the two representatives of administrative and technical staff should also be elected.

Staff representatives have the right to attend and speak at teacher education board meetings. These are appointed and dismissed by the labour union(s) represented at the institution, in the manner stated in the Staff Representation Ordinance.

Members		Appointed/elected	Term of office
Chair (dean) (Teacher with a doctorate)	1	Appointed by the vice-chancellor after an extensive consultation process with all faculty staff and the teacher education office, as well as an election.	4 years
Vice chair (deputy dean) (Teacher with a doctorate)	1	Appointed by the vice-chancellor after an extensive consultation process with all faculty staff and the teacher education office, as well as an election.	4 years
Six teachers, of whom at least four have the appropriate research or artistic qualifications, and at least two have a degree in education.	6	Elected by all faculty staff and the teacher education office.	3 years
Three student representatives with an alternate member for the group.	3	Appointed by the student representative body with student union status. (per academic year)	1 year
One doctoral student connected to teacher education	1	Appointed by the student representative body with student union status. (per academic year)	1 year
Two external members and two alternates.	2	Appointed by dean after nomination by the municipal head of education group.	3 years
Total members	14		

Right to attend and speak			
Two representatives of administrative and technical staff.	2	Elected by all faculty staff and the teacher education office.	3 years
Two staff representatives.	2	Elected by the labour union(s) represented at the institution.	1 year

3.4.4 Rules of procedure for the teacher education board

3.4.4.1 *Call to meeting*

The call is determined by the dean. The final agenda is set at the board meeting. The call, agenda, and supporting documentation are distributed to members, representatives of administrative and technical staff, and to staff representatives at the latest six working days before an ordinary meeting. The dean may call an extraordinary meeting.

Members unable to participate in meetings shall notify the secretary of the board.

3.4.4.2 *Meeting procedure*

The teacher education board is quorate when more than half of its members are present, including the chair or vice chair.

Decisions shall be made by people with the appropriate research or artistic qualifications, if decisions involve evaluation of the organisation, implementation or quality of courses and programmes, or the organisation or quality of research as well as artistic development.

If such evaluation is to be done by a group of people, the majority of group members shall have appropriate research or artistic qualifications. In specific cases, the university board may decide that such a majority is unnecessary (Chap. 2, Sect. 6, Higher Education Act).

If members with appropriate research or artistic qualifications do not constitute a majority, this may be handled by postponing the matter to the next board meeting, or by removing some of the members who do not have the appropriate research or artistic qualifications by drawing lots. Note, however, that more than half of the members must be present for the board to be quorate.

The secretary of the board also participates in meetings. Rapporteurs appointed by the dean participate in the matters in question. In addition, the dean may decide to give a specific person the right to attend and speak at a certain meeting or during the handling of a specified matter. The board may make additional adjunctions.

The dean is responsible for ensuring that each separate board matter is prepared in accordance with the regulations on information and negotiation, as per current labour law and agreement.

When possible, suggested decisions about matters should be included with the documentation distributed before meetings.

Minutes are to be taken at each meeting. They shall be signed by the secretary and approved by the chair as well as by the corrector appointed by the meeting. Minutes shall be approved at the latest three weeks after the meeting.

Matters are decided by acclamation, unless voting is requested. Voting shall be open and the result is determined by simple majority. The voting regulations are stipulated in section 29 of the Administrative Procedures Act (2017:900), APA. In the event of a tie, the chair has the deciding vote.

According to Section 30 of the APA, a board member who participated in decisions has the right to record a reservation. This involves having a dissenting opinion noted in the minutes, so that the member is seen not to have participated in the decision. Rapporteurs and other officials who have not been involved in a decision, but who have been involved in the handling of a matter, also have the right to have dissenting opinions noted. Dissenting opinions have to be recorded in connection to the meeting, i.e. before the minutes are adjusted.

3.4.4.3 Student representation

Student representatives are appointed by the student representative bodies with student union status. If no student body has student union status, the university needs to arrange for the election of student representatives. Alternate student representatives not on representation duty have the right to attend meetings without financial compensation, but do not have the right to speak or make suggestions.

3.4.4.5 Urgent matters

If a matter is so urgent that there is no time for the board of teacher education to convene and handle the issue, the matter may be decided by way of messages between the chair and as many members as needed so as to constitute a quorum. However, all board members have to be given the opportunity to participate in the decision. If this procedure is deemed inappropriate, the dean may

decide the matter him/herself. Decisions taken in this manner have to be reported at the next faculty board meeting.