

## SHARED GOVERNANCE at Philadelphia University

### **Prepared by the ad-hoc Shared Governance Committee:**

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## **1. PREAMBLE/INTRODUCTION**

Shared Governance at Philadelphia University seeks to balance a rational allocation of decision-making responsibilities within a structure imbued with both a spirit and letter of consultation and cooperation. The rational allocation of decision-making is based on the defined areas and interrelationships of primary responsibilities according to roles of the Board of Trustees, administration and faculty. However, the President of the University and the Board of Trustees have final responsibility for the University and therefore have authority to make decisions on all matters that affect the future of the institution.

Initiatives of major concerns to the University may originate through any one of these bodies. The weight of the voice of each body in the decision-making process depends upon the weight of the primary responsibilities of these roles.

The following core principles for shared governance are intended to invoke an audience of a participating community including the Board of Trustees, administration and faculty.

## **2. UNIVERSITY-WIDE SENSIBILITY ABOUT SHARED GOVERNANCE**

Faculty are invested in the quality of the education and the success of Philadelphia University. This investment is at all levels from their classrooms, programs, schools or divisions to their colleges and the University. This governance model offers faculty opportunities at all these levels to work toward these goals with a sense of shared stewardship for the University.

Shared governance committees research, deliberate, and make recommendations to the University administration and President concerning academic issues, policies and procedures in areas over which faculty have primary authority and significant interest. Shared governance committees also provide opportunities for faculty input concerning issues over which the administration and the Board of Trustees have primary authority.

The committees also create the platform for all participants to share ideas, activities, and concerns regarding the academic life of the University so that all stakeholders (students, faculty, administration, and the Board of Trustees) in the University contribute to the University's planning process. The Board of Trustees has final responsibility for the University and so has authority to make decisions on all issues that affect the future of the institution.

## **3. CORE PRINCIPLES OF SHARED GOVERNANCE**

### **Collaborative and Responsible Decision-making**

Shared Governance at Philadelphia University shall provide the primary vehicle for shared decision-making among faculty, administrators and students to implement the mission and the Strategic Plan of the University.

### **Shared Responsibility**

Shared Governance at Philadelphia University shall accord the faculty primary responsibility for the educational and scholarly dimensions of the University. The shared responsibility between faculty and administration outlined in the committee structures forms the basis for the final recommendations to the President and the Board of Trustees.

### **Effectiveness and Efficiency**

Shared Governance at Philadelphia University shall balance efficiency and effectiveness through a logical and reasonable distribution of work, professional and mutually respectful deliberations, and timely decision-making and implementation.

### **Transparency**

Shared Governance at Philadelphia University shall function in a manner that is transparent to the University community. The logic organizing distribution of work and the practice of decision-making and implementation should be consistent, rational, and understandable by the University community.

### **Participation and Representation**

Shared Governance at Philadelphia University shall be driven by active and effectual participation by faculty and offer ample opportunities for broad representation of the diverse points of view that constitute the faculty, administration, and students.

### **Communication**

Shared Governance at Philadelphia University shall facilitate communication through a platform of appropriate and accessible channels connecting all stakeholders of the University from the Board of Trustees to students.

### **Flexibility**

Shared Governance at Philadelphia University shall encourage a flexible organization that is able to responsibly reflect on and creatively respond to opportunities for academic innovation.

## **4. GOVERNANCE STRUCTURE RATIONALE**

The University and college standing committees are envisioned as significant service to the institution, as they both fulfill different types of tasks that are equally crucial to the functioning of the University. ***Participation at either level will be valued as equally important service.*** Every faculty member is expected to run for University and/or college standing committees, and serve, if elected.

The following charts the rationale for the overall division of tasks among different levels and types of committees.

### ***University Standing Committees***

University-wide standing committees focus on university-wide issues at the level of the “bigger picture”: oversight, philosophy, and policy. Their successful functioning relies on representation from various stakeholders across the University, including representatives from college standing committees, to ensure that the policies are transparent, well communicated, and grounded in and relevant to the day-

to-day realities of the University community. University standing committees may include subcommittees to work on specific charges.

### ***College Standing Committees***

College-wide standing committees communicate with University standing committees to inform and be informed by those committees' work on policy and oversight issues. Their purview includes logistical, "nuts and bolts" issues and tasks that relate to the specific colleges and the programs and divisions/schools within. College standing committees may include subcommittees to work on specific charges or special issues in schools, divisions or programs.

### ***Ad hoc Committees***

*Ad hoc* committees are formed to work on tasks with a specific scope and endpoint. University-wide *ad hoc* committees are created through the following process: any University faculty member or administrator approaches the Shared Governance Committee with a request to form an *ad hoc* committee for a specific task for a specific duration. The Shared Governance Committee will review the request to see if a current standing committee's charges may already include the task. If the Shared Governance Committee does not find the task within the purview of a current standing committee, an *ad hoc* committee may be formed to work on the task. If the task runs beyond the timeframe allotted, the Shared Governance Committee considers the following options: extending the duration of the *ad hoc* committee, folding the task into a current standing committee or creating a new standing committee, following the principle of collaboration among stakeholders.

The need for *ad hoc* committees at the college level will be addressed at the college level by the executive dean.

## **5. DEFINITIONS AND TERMINOLOGY ABOUT MEMBERSHIP**

### **Membership**

Membership of faculty committees is listed under each committee. Only full-time tenured, tenure track and renewable contract faculty are eligible for nomination and election. First-year faculty are generally not expected to serve on a standing committee. Committee members who represent an organizational unit (e.g., College, Student Government Association, etc.) have a responsibility to inform the members of the unit they represent of committee actions, debates, subjects considered, etc.

Faculty may not serve simultaneously on two University level standing committees or two college standing committees with the exception of University standing committee chairs who also serve on the Shared Governance Committee.

### **Terms**

Faculty are elected to two-year terms on standing committees and may be elected to no more than two consecutive terms on any particular committee. *Exception:* Faculty are elected to four-year terms on the University Personnel Committee and may not be re-elected to a consecutive term. If a committee member representing an organizational unit (College or at-large) misses two consecutive meetings without a substitute, the chair of the committee should ask the Faculty Council, a part of the Shared Governance Committee, for a replacement.

Chairs of standing committees may serve as chair for a maximum of two consecutive, two-year terms.

### **Chairs**

Chairs of the University standing committees are elected as at-large positions by the full voting body of the faculty with the exception of the University Personnel Committee. University standing committee chairs will be elected from faculty holding tenure or 5/7 year contracts. All other chairs (e.g., sub-committees, *ad-hoc* committees, college committees) will not be restricted to faculty holding tenure or 5/7 year contracts, except the College Personnel Committee.

### **Chair of the Faculty**

The Chair of the Faculty is elected by the faculty to a two-year term and may serve a maximum of two consecutive terms.

- The Chair of the Faculty chairs the general faculty meetings. The Chair of the Faculty is co-chair of the Shared Governance Committee and chairs the Faculty Council.
- The Chair of the Faculty will notify the faculty of meeting agenda and proposed motions.
- The Chair of the Faculty will oversee all voting of the faculty and notify the members of the outcome.
- The Chair of the Faculty will publish minutes of faculty meetings and motions presented to him/her by faculty members. He/she is responsible for ensuring the accuracy of the minutes of faculty meetings. The Office of the Provost will provide recording and secretarial assistance.
- Following the final meeting of the year, the Chair of the Faculty will publish a year-end report of all motions with actions.

### **Faculty Mentor**

Each member of the Faculty Council will serve as an individual faculty mentor. Faculty are encouraged to seek confidential advice from faculty mentors concerning the following:

- Personnel applications
- University dynamics
- Academic Integrity
- Inter-collegial and inter-personal relationships
- Classroom experiences
- And other matters of academic and professional concern

The mentors will keep the content of their conversations confidential. These conversations do not preclude the faculty from bringing issues to the Faculty Council as a grievance.

### **Advisory Members**

Advisory members of standing committees are non-voting members, who, because of their particular areas of expertise, provide valuable insight and advice to the committees in their work. As advisory members they should expect to participate in discussions relating to the committee's charges and agenda and respond to specific requests from the committee related to their areas of expertise.

Each Faculty Advocate is assigned as an advisory member to a specific committee, as part of his/her responsibilities as advocate. These individuals have the right to run for election on college and University standing committees, including those committees to which they are appointed as advisory members.

**Ex-officio Members**

Ex-officio members of standing committees are voting members of the committees. Ex-officio members are not counted in deciding a quorum, nor may they serve as chair of a standing committee with the exception of the Shared Governance Committee and the Teaching, Learning and Assessment committees. Ex-officio members may, under special circumstances, delegate their committee participation and vote to a substitute. The president and provost/dean of the faculty are ex-officio members of all University standing faculty committees, with the exception of University Personnel.

**Senior Faculty**

Senior faculty are those faculty who have received either tenure or long-term contract renewal.

**Student Members**

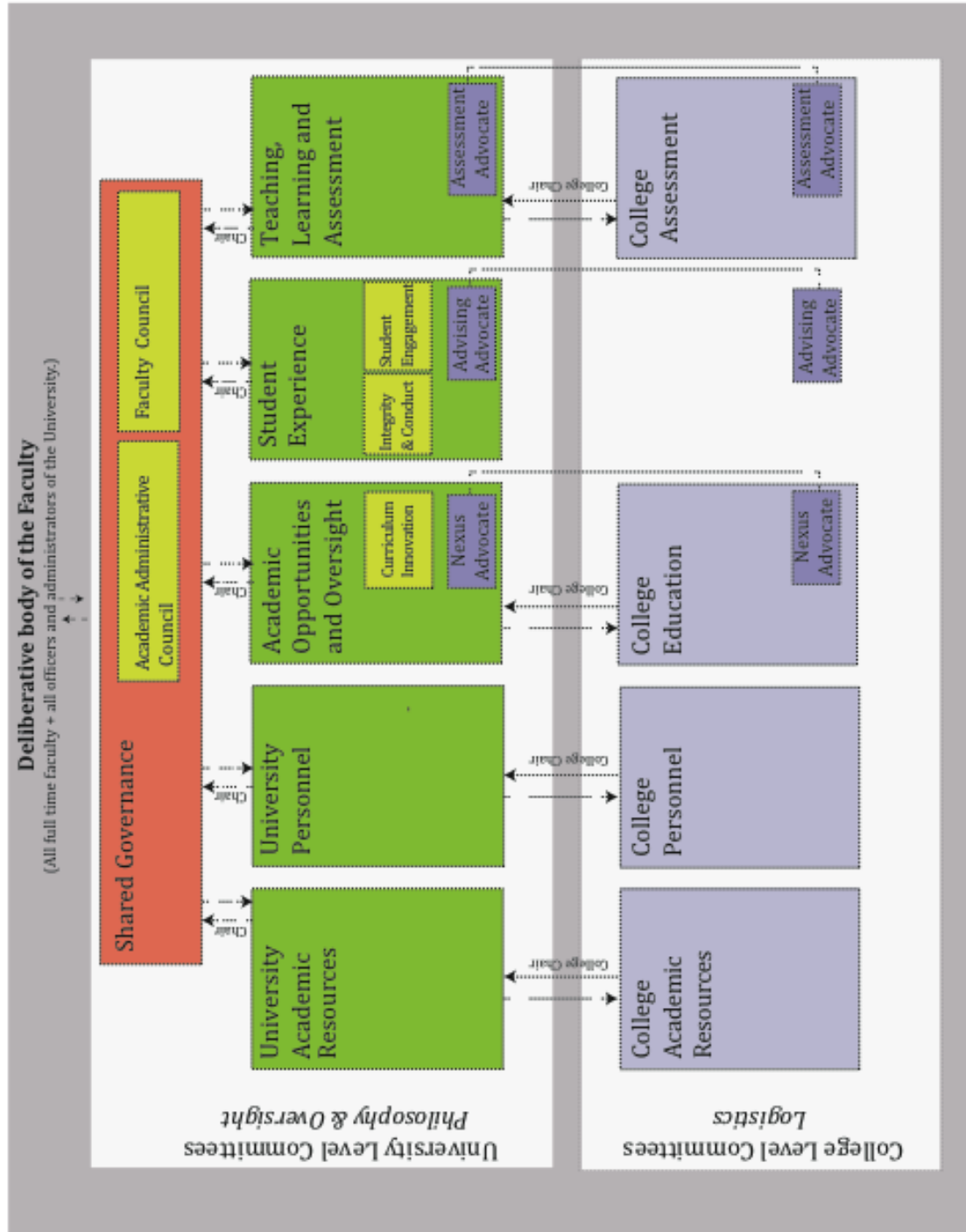
Student members of standing committees are voting members and are counted in deciding the quorum.

**Community and Committee Attendance**

Members of the University community may attend standing committee meetings with the exception of Personnel Committees and Undergraduate Academic Standards hearings. As a courtesy, attendees should contact the chair before attending.

Adjunct faculty are recognized as valuable members of the community and are welcome to attend committee meetings, with the exception of the Personnel Committees and Undergraduate Academic Standards hearings.

6. **DIAGRAM OF PROPOSED SHARED GOVERNANCE STRUCTURE**



Shared governance committees research, deliberate, and make recommendations to the University administration and President concerning academic issues, policies and procedures in areas over which faculty have primary authority and significant interest. Shared governance committees also provide opportunities for faculty input concerning issues over which the administration and the Board of Trustees have primary authority. The committees also create the platform for all participants to share ideas, activities, and concerns regarding the academic life of the University so that all stakeholders (students, faculty, administration, and the Board of Trustees) in the University contribute to the University's planning process. The Board of Trustees has final responsibility for the University and so has authority to make decisions on all issues that affect the future of the institution.

## 7. DESCRIPTION, CHARGES AND MEMBERSHIP OF STANDING COMMITTEES

### SHARED GOVERNANCE COMMITTEE

The Shared Governance Committee serves as the oversight committee for shared governance at the University. It supports the effective collaboration among faculty and administration by coordinating and communicating the academic work of the University. The Shared Governance Committee works to ensure that the governance structure, and the work of its committees, meets the expectations established by the principles of shared governance. The charges have been constructed in order to support faculty/administration collaboration, the most important function of the committee.

**Faculty Council** is a part of the Shared Governance Committee but has its own charges and responsibilities. *[Note: The Faculty Council does not replace the faculty meeting.]*

*The membership of the Faculty Council is:*

- (1) Faculty co-chair of Shared Governance Committee: faculty member with long-term contract or tenure, elected at large, who also serves as Chair of the Faculty
- (1) Faculty member, elected at large
- (3) Faculty members, one elected from each college

*The members of the Faculty Council also serve as faculty mentors (see page 5).*

*Charges of the Faculty Council:*

- Set the agenda for the faculty meetings.
- Create and maintain communication pathways with all faculty (such as a blog, website, blackboard site, emails, etc.).
- Run elections and fill empty positions on faculty standing committees, as necessary.
- Create a forum to hear appeals from negative recommendations from the University Personnel Committee and make final recommendations to the Provost and President.
- Serve as an interim representative group of faculty during the summer months. (New chairs assume their responsibilities at the beginning of the academic year.)
- Identify faculty development needs and recommends to Shared Governance Committee.
- Provide a structured space for airing of faculty grievances. *(Faculty Council may compose an ad hoc committee to address a particular grievance with the appropriate representation given the grievance.)*
- Provide the President/Provost with faculty feedback on performance of administrative offices.
- Chair of the Faculty will keep the minutes of the Faculty Council meeting and communicate them to the Shared Governance Committee and faculty.

**Academic Administrative Council** is a part of this committee but has its own charges and responsibilities.

*The membership of the Academic Administrative Council is:*

- (1) Provost or representative of the Provost's office (*ex officio*)



- (3) Executive Deans of Colleges (*ex officio*)
- (1) Director of Continuing and Professional Studies (*ex officio*)

*Charges of the Academic Administrative Council:*

- Creates and maintains communication pathways with administrative offices.
- Identifies initiatives that require *ad hoc* committee formation and brings them to the Shared Governance Committee.
- Chair of the Academic Administrative Council will keep minutes of the Academic Administrative Council and communicate them to the Shared Governance Committee.

**Shared Governance Committee Membership: 15 (10 faculty, 5 administrators)**

- (5) Faculty Council members (includes the faculty co-chair of Shared Governance Committee who is also the Chair of the Faculty)
- (5) 1 faculty chair from each University standing committee
- (5) Academic Administrative Council members (includes the administrative co-chair of Shared Governance Committee, *elected by the committee from the committee membership.*)

**Shared Governance Committee Charges:**

- Coordinate work on issues that span more than one University committee.
- Communicate the work of the standing and *ad hoc* committees to the University community, including through initiating discussions (such as meeting, charrettes, town hall discussions, etc.) about University issues, as needed.
- Serve as a forum for the faculty, Provost, President or Trustees for introducing, discussing and evaluating developing University issues.
- Help form *ad hoc* committees as needed and guides the process when *ad hoc* committees warrant becoming standing committees.
- Advise the Provost in the development of the academic calendar.
- Oversee the review and replacement, as necessary, of members of standing committees who fail to fulfill their roles as committee members.
- Address issues about adjunct faculty rights and responsibilities.
- Initiate the review of the governance structure by calling for a faculty vote to establish an *ad hoc* committee charged with assessing the existing structure and recommending adjustments as needed. Consideration may be given to issues such as the types and charges of committees, and to committee membership.
- Initiate the process for changing the Organization of the Faculty and identify when a reorganization is necessary.
- Participate in University strategic planning, as part of the process initiated and requested by the Office of the President.
- Participate in and facilitate the process of revising the mission statement of the University as part of the process initiated and requested by the Office of the President.

- Hold a faculty vote on any changes to the University mission.
- Hold a faculty vote on any changes to the University Institutional Learning Outcomes.
- Ensure that the standing committee year-end reports are collected. Minutes of the committees meetings, summary of motions and annual committee reports are archived in both the Office of the Provost and the Library.
- Maintain, publish and disseminate yearly to the faculty and all other interested parties, the structure and current membership of all standing faculty committees.
- Maintain an updated list of the voting members of the faculty.
- Report the activities of the faculty to the Academic Affairs Committee of the Board of Trustees once a year on a date scheduled by the Board. The agenda for these meetings is prepared in consultation with the provost/dean of the faculty.
- Update and publish the Organization of the Faculty annually to reflect approved revisions from the previous academic year.
- Ensure that there are student representatives on the appropriate committees.
- Annually review and when appropriate revise its own charges in coordination with the Shared Governance Committee.

## **UNIVERSITY PERSONNEL COMMITTEE**

The evaluation of probationary contract applications and those for seven-year contracts will be conducted at the college level only (College Personnel Committee) prior to review by the Provost's and President's offices, with the stipulation that the University Personnel Committee will review controversial or negative outcomes. All applications for tenure, five-year contracts, promotions and sabbaticals go from the College Personnel Committees to the University Personnel Committee (composed of both tenured and long-term contract faculty) for recommendation to the Provost and President.

### **Membership: 9 faculty**

- (9) Senior (associate and/or full professors), tenured or long-term contract faculty\*
- Chair elected by the membership of the committee, from the 6 elected at-large
  - 3 chairs of the College Personnel Committees, elected within each college
  - 6 senior faculty members elected at-large
  - Of the total composition of faculty members, there should be at least 3 of each contract type (renewable and tenure), and no college can have more than 3 members

Other faculty and administrators may be invited at the discretion of the committee to represent individuals whose area/program are not represented on the committee and to participate in the discussions, but not in the deliberations or vote.

### **Term of Membership & Elections:**

- 4-year term with staggered terms for the 6 at large members, none serving more than one consecutive term [*Initially, 3 members from the current Faculty Personnel and Tenure*

*Committee, selected by faculty vote from the memberships of both committees, will continue to serve on University Personnel Committee for two years, to set up the staggered terms.].*

- The election of the 6 at-large members will be from a list of all eligible senior faculty.

The Chair, in cooperation with other members of the University Personnel Committee, is responsible for ensuring that the committee fulfills its charges.

**Charges:**

- Cooperate with other University stakeholders to clearly define, communicate, evaluate, and when appropriate, recommend revisions to University expectations of faculty workload and performance with regard to professional development (research, practice, professional work and service), teaching, and service to the University and external community.
- Establish clearly communicated guidelines, policies and procedures concerning the responsibilities attached to the performance of peer review and committee review of applications for contract renewal, tenure and promotion.
- Establish clearly communicated guidelines, policies and criteria for evaluation for promotion of faculty with additional administrative and/or research responsibilities appropriate to their contract.
- Routinely reevaluate and recommend revisions to guidelines and policies concerning criteria for contract renewal, tenure and promotion for all contract types, and initial appointments that include the conferral of rank in adherence with explicitly defined and communicated expectations.
- Communicate annually to the College Personnel Committee the established criteria, policies and procedures concerning contract renewal, tenure, promotion, and sabbaticals, including any changes thereto.
- Work with the Provost and Executive Deans to ensure adherence to policies and procedures governing contract renewal in all academic units of the University.
- Appraise and recommend to the Provost and President on:
  - Individual applications for tenure and five-year contracts (with simultaneous promotion to associate professor), in adherence with explicitly defined and communicated criteria and expectations of faculty.
  - Individual applications for promotion to professor, in adherence with explicitly defined and communicated criteria and expectations of faculty.
  - Individual applications for sabbatical, in adherence with explicitly defined and communicated criteria and expectations of faculty.
  - Individual cases of initial appointment that include conferral of faculty rank.
- Review negative decisions on short-term and seven-year contracts from the College Personnel Committee.
- Review the promotion, contract renewal and tenure requirements and procedures including nomenclature and contract duration, and candidate application timelines. Make recommendations, as appropriate.

- Establish a procedure for faculty to change contract type.
- Assure that all deliberations of the Committee are confidential.
- Forward grievance issues to the Faculty Council.
- Annually review and when appropriate revise its own charges in coordination with the Shared Governance Committee.

## **COLLEGE PERSONNEL COMMITTEE**

### **C-ABE Membership 4 faculty:**

(4) Senior faculty elected by all faculty within a College:

- Elected members must be chosen from faculty holding long-term contracts, with at least one representative from each major internal administrative structure within the College (e.g., school or division)
- Chair, to be elected internally by committee members every 2 years, and who also serves on the University Personnel Committee.

### **C-DEC Membership 6 faculty:**

(6) Senior faculty elected by all faculty within a College:

- Elected members must be chosen from faculty holding long-term contracts, with at least one representative from each major internal administrative structure within the College (e.g., school or division)
- Chair, to be elected internally by committee members every 2 years, and who also serves on the University Personnel Committee.

### **C-SHLA Membership 6 faculty:**

(6) Senior faculty elected by all faculty within a College:

- Elected members must be chosen from faculty holding long-term contracts, with at least one representative from each major internal administrative structure within the College (e.g., school or division)
- Chair, to be elected internally by committee members every 2 years, and who also serves on the University Personnel Committee.

The Chair, in cooperation with other members of the College Personnel Committee and the Executive Dean, is responsible for ensuring that the committee fulfills its charges.

### **Charges:**

- Communicate at least annually to all faculty and administrators within the College, the established criteria, policies and procedures concerning contract renewal, promotion and tenure and identify any changes.
- Ensure the responsibilities attached to the performance of peer review in all personnel actions are conducted in accordance with the established and clearly communicated guidelines, policies

and procedures developed by the College that are in compliance with University standards. This will be performed in cooperation with the College Executive Dean.

- Establish clearly communicated guidelines, policies and criteria for evaluation for promotion of faculty with additional administrative and/or research responsibilities appropriate to their contract. This must be current with the University policies and procedures for promotion.
- Appraise and recommend individual cases of contract renewal during the probationary period to the Provost and President.
- Appraise and recommend individual cases of 7-year contract renewal to the Provost and President.
- Conduct annual meetings with junior faculty following completion of every two-year performance review and assist in finding appropriate mentorship.
- Appraise/recommend to the University Personnel Committee on individual applications for tenure and five-year contracts and promotion to associate professor or full professor, in adherence with explicitly defined and communicated criteria and expectations of faculty.
- Appraise/recommend to the University Personnel Committee on individual applications for sabbatical, in adherence with explicitly defined and communicated criteria and expectations of faculty.
- Ensure that all deliberations of the committee are confidential.
- Require comprehensive, objective and signed peer reviews.<sup>1</sup>
- Forward all negative decisions to the University Personnel Committee for resolution.

## **ACADEMIC OPPORTUNITIES & OVERSIGHT COMMITTEE (AOOC)**

In consultation with the Provost Office, the College Education Committees and the Academic Opportunities & Oversight Committee (AOOC) oversee the development and revision of major academic policy in several key academic areas including: general education, co-curricular programming and First-Year Experience, Information Literacy, Study Abroad, and the Honors Program. The AOOC is designed to provide a forum for university-wide curricular issues.

It does not approve or deny courses or curricula, but serves as a forum and conduit for communication with the colleges regarding inter- and trans-disciplinary academic program issues and serves as a repository for curricular change and innovation at the University.

The AOOC also maintains a flexible, creative, generative environment that supports the continual development and re-envisioning of academic programs at the University. The AOOC supports the principles of shared governance by creating a forum to align the articulation of strategy and the development of curriculum.

**Membership: 17** (*Voting: 7 faculty, 6 administrators; Advisory: 3 faculty, 1 administrator*)

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<sup>1</sup> Removed language (need to check this requirement with legal counsel) September 9, 2015.

- (1) Chair elected at large
- (3) Faculty, elected at large
- (3) College Education Committee chairs
- (1) Provost (ex officio)
- (3) Executive Deans of Colleges (ex officio)
- (1) Academic Associate Dean of College Studies (ex officio)
- (1) Representative from Continuing and Professional Studies (ex officio)
- (3) Nexus Learning advocates (advisory)
- (1) Director of Teaching Innovation and Nexus Learning (advisory)

*Advisory members of the College Education Committee are welcome to attend. Distribution list for the University committee also goes out to college level membership.*

**Charges:**

- Review abstracts of a new course and curricula for interdisciplinary opportunities and redundancy prior to proposals being developed for the college committee.
- Invite concepts for new and re-envisioned academic programs and courses and refers ideas to the Curriculum Innovation Space.
- Serve as a repository for curricular change and innovation at the University.
- Communicate final course and curricular approvals to the Registrar and Provost Office.
- Develop and maintain academic planning for the University consistent with the University mission and strategic plan.
- Develop and maintain guidelines for creating, maintaining, and revising inter- and trans-disciplinary courses and curricula- in close consultation with the Provost’s Office.
- Facilitate communication about inter- and trans-disciplinary courses and programs, new courses and programs as well as substantial changes to existing curricula and curricular components.
- Ensure that the goals and objectives established for general education curricula are met.
- Review assessments of new general education courses and curricula.
- Oversee modifications to general education curricular guidelines in consultation with the College Education Committee of C-SHLA.
- Approve policies for and supports the collaborative creation of policies for credit-bearing co-curricular programming including First Year Experience, Information Literacy, Study Abroad, Internships and the Honors Program.
- Annually review and when appropriate revise its own charges in coordination with the Shared Governance Committee.

**Curriculum Innovation Space**

Curriculum Innovation Space is a unique, flexible *subcommittee* of the AOO. Its purpose is to foster a creative, generative “incubator” environment that supports the continual development and re -

envisioning of academic programs at the University. The Curriculum Innovation Space provides intellectual support for the creation of the curriculum.

One or more of the AOC members are the *coordinator(s)* of the Curriculum Innovation Space. The coordinator is responsible for fostering the creative ferment required in the unit, coordinating work, and keeping the membership on task according to its guidelines. A representative from the Provost's Office participates as a permanent ex-officio member. The Curriculum Innovation Space coordinator(s) establishes the unit's core membership based on program concepts under consideration for the next academic year.

Membership is determined in consultation with sponsoring faculty and/or administrators, and can change in response to new programs under consideration or program concepts that are substantially changed and required different expertise. During the course of its deliberations the Curriculum Innovation Space coordinator(s) can request input from University offices, faculty members with relevant areas of expertise, and solicit help from outside advisors.

The Curriculum Innovation Space coordinator(s) is charged with updating the AOC on its activities and communicating the activities, ideas and program concepts to the University community on a regular basis.

#### *Curriculum Innovation Space membership*

- (1) Faculty representative of the AOC (as appointed by the chair)
- (1) Nexus Learning Advocate (advisory)
- (1-2) Program concept sponsor(s)
- (1) Representative from the Provost's Office

*Representatives from University Academic Resources and Services (Learning & Advising, Registrar, Library, Writing, Honors, and Study Abroad) as needed. Anyone else required to make the Curriculum Innovation Space work, including external advisors (ad hoc)*

#### Charges:

- Review and invite concepts for new & re-envisioned academic programs and courses.
- Incubate concepts for new and re-envisioned academic programs and courses.
- Review viability of new program concepts.
- Report to AOC monthly on new program developments.

## **COLLEGE EDUCATION COMMITTEE**

**C-ABE Membership:** 8 members: 4 faculty (voting); 1 faculty advocate (advisory); 3 administrative representatives (advisory)

- (4) Faculty elected by faculty of the College  
*Chair elected by the committee from the members of the committee and serves on the University Academic Opportunities and Oversight Committee.*
- (1) Nexus Advocate (advisory)
- (1) Library representative (advisory)
- (1) Learning & Advising representative (advisory)
- (1) Registrar representative (advisory)

The following members are advisory and are invited as needed: Honors Director, Study Abroad Director, Writing Director, and representatives from OIR and Student Development.

**C-DEC Membership:** 10 members: 6 faculty (voting); 1 faculty advocate (advisory); 3 administrative representatives (advisory):

- (6) Faculty elected by the faculty of the College; distributed representation to be determined by the faculty of the college.  
*Chair elected by the committee from the members of the committee and serves on the University Academic Opportunities and Oversight Committee.*
- (1) Nexus Advocate (advisory)
- (1) Library representative (advisory)
- (1) Learning & Advising representative (advisory)
- (1) Registrar representative (advisory)

The following members are advisory and are invited as needed: Honors Director, Study Abroad Director, Writing Director, and representatives from OIR and Student Development.

**C-SHLA Membership:** 10 members: 6 faculty (voting); 1 faculty advocate (advisory); 3 administrative representatives (advisory):

- (6) Faculty elected by the faculty of the College; distributed representation to be determined by the faculty of the college.  
*Chair elected by the committee from the members of the committee and serves on the University Academic Opportunities and Oversight Committee.*
- (1) Nexus Advocate (advisory)
- (1) Library representative (advisory)
- (1) Learning & Advising representative (advisory)
- (1) Registrar representative (advisory)

The following members are advisory and are invited as needed: Honors Director, Study Abroad Director, Writing Director, and representatives from OIR and Student Development.

**Charges:**

- Participate in and guide the academic planning and curriculum development of the College for both undergraduate and graduate programs.
- Review and recommend to the College faculty the following for approval for both graduate and undergraduate programs and courses. Forward those approved to the Academic Opportunities



and Oversight Committee. All approved proposals are subject to a University-wide 15-day review period prior to final approval:

- New programs, changes to existing programs, or discontinuance of existing programs
- New courses as well as substantial changes in the content or method of delivery of existing courses
- New minors, concentrations or options; changes to existing minors, concentrations or options; or discontinuance of existing minors, concentrations or options
- Review and evaluate the “short course” and study abroad undergraduate and graduate offerings for the College.
- Coordinate, communicate and continuously develop and improve the Information Literacy, Writing Across the Curriculum, Honors, and First Year Experience plans for the College.
- The chair assists in updating and correcting the sections of the Academic Catalog related to the College’s undergraduate and graduate courses and programs.

### ***Communication with the University Committee and Between the University and College Levels***

#### **Meetings**

*There will be monthly joint meetings intended to facilitate and coordinate communication between the college and University committee.*

Once a month the University AIOC and the College Education Committees meet together.

Once a month the University AIOC meets.

Once a month the College Education Committee meets.

Charges/subcommittee meetings with elected and appointed members (meet as needed)

#### **Communication Regarding New Curriculum Development**

After approved by the Provost Office, ideas and program concepts that enter the Curriculum Innovation Space will be made available to the campus community.

#### **Communication Regarding Approvals: 15-Day Review Period**

New courses and programs reviewed at the college level are not officially approved until they go through a 15-day University Review Period. During this 15-day review period, new courses and program proposals from the colleges are made available for review by the University community. It is everyone’s responsibility to check the 15-day review list for course redundancy, or other issues. If questions or conflicts that result from the 15-day review period are not resolved at the college level, then they would be discussed in the Academic Opportunities & Oversight Committee (AIOC). *Note: The 15-day review period could be supported by an online system or website where the 15-day review materials are posted and can be signed off.*

### **UNIVERSITY ACADEMIC RESOURCES COMMITTEE**

The University Academic Resources Committee makes recommendations regarding the allocation of space, technology, and other resources to support the educational programs and activities of the

University. The committee brings together faculty and administrative divisions to plan for the efficient and effective use of the current resources, and to work strategically to identify future needs and resources to advance, support and improve the delivery of the academic programs. The work of this committee is advisory. It does not approve specific requests. This committee provides informed representatives who serve on the Budget Advisory Committee.

**Membership: 21** (14 voting members: 7 faculty, 7 administrators; 6 advisory administrators)

- (1) Chair (faculty at large)
- (3) Faculty college representatives (chair of the College Academic Resources from each college)
- (3) Faculty at large
- (1) Provost's office (ex officio)
- (3) Dean-level (academic, academic associate, or associate) college representative (ex officio)
- (1) Office of Information Resources representative (ex officio)
- (1) Registrar Office representative (ex officio)
- (1) Library representative (ex officio)
- (1) Business Office representative (advisory)
- (3) Managers of Academic Operations (advisory)
- (1) Director of Teaching Innovation & Nexus Learning (advisory)
- (1) Facilities representative (advisory)

*The chair and one-at-large faculty member chosen by the committee serves on the Budget Advisory Committee.*

**Charges:**

- Advise on the technology and information resources needed to support faculty development and teaching/learning requirements of the academic programs.
- Advise on the effective allocation, use and maintenance of space needed for academic program delivery and for research.
- Collect, coordinate and disseminate information from College Resource Committees regarding appropriate benchmark institutions with regard to salaries and benefits.
- Recommend allocation of funds for internal faculty research grants, sabbaticals and faculty development funds, such as travel.
- Review and makes recommendations for internal faculty development grants and sabbatical awards.
- Create clear communication with the University Budget Advisory Committee.
- Provide a forum for discussing the University budget with the University community.
- Communicate the budgetary recommendations from faculty committees to the University Budget Advisory Committee.
- Annually review and when appropriate revises its own charges in coordination with the Shared Governance Committee.
- Create and sustain a venue for exploring interdisciplinary research and projects.
- Establish and maintain protocols for processing research opportunities and grants.

## **COLLEGE ACADEMIC RESOURCES COMMITTEE**

### **Membership: 7 (3 faculty, 2 administrators, 2 students)**

- (1) Executive Dean
- (1) Manager of Academic Operations (serves on both college and University level committees)
- (3) Faculty elected from College
  - Chair elected by the committee from the members of the committee and serves as the college representative on University Academic Resources Committee.*
- (2) 1 undergraduate and 1 graduate student

### **Charges:**

- Advise Executive Dean and Academic Deans on priorities for budget allocations and requests.
- Identify technology resources needs and requests in the college.
- Present findings to the college faculty once a semester.
- Advise Executive Dean and Academic Deans on priorities for space allocation and maintenance within the college.
- Advise on allocation of funds for faculty development within the college.
- Identify bi-annually appropriate benchmark institutions for the College to be shared with the University Resource Committee.

### **Communication Between University and College Levels**

The Manager of Academic Operations and chair serve on both the college and University Committees and facilitate the communication from college to University committees.

## **UNIVERSITY TEACHING, LEARNING AND ASSESSMENT COMMITTEE**

The Teaching, Learning and Assessment Committee addresses: teaching methods, student learning, and assessment of that learning for both undergraduate and graduate programs.

This committee focuses on areas of faculty authority, assessment of undergraduate, graduate and co-curricular academic programs. The committee helps support larger, University-wide assessment processes and supports faculty efforts to provide effective and appropriate situations for student learning.

**Membership: 16 (voting: 6 elected faculty, 5 administrators, 2 students; Advisory: 3 appointed faculty advocates)**

- (1) Faculty co-chair elected at large
- (1) 1 co-chair from Provost Office (or proxy) to provide expertise on assessment and University-wide coordination of University Assessment Plan
- (2) Faculty elected at large
- (3) College faculty representative
- (2) Student representatives
- (1) Learning and Advising representative (ex officio)
- (1) Director of Center for Nexus Learning (ex officio)
- (1) Continuing and Professional Studies representative (ex officio)
- (1) Student Life assessment coordinator (ex officio) (Dean of Students or proxy)
- (3) College Assessment Advocates (advisory)
- (1) Library/Information Literacy representative (advisory)

*When desired by either party, Institutional Research, Writing, Study Abroad, First Year Experience are advisory.*

**Charges:**

- Cooperate with the AOC and the College Assessment Committees to promote and sustain, through faculty development initiatives targeting both full-time and adjunct faculty, a University-wide culture of assessment.
- Identify, collect and disseminate resources through a variety of media and serve as a University-wide forum for sharing assessment issues and best practices to enhance student learning.
- Facilitate the process of defining and refining the Institutional Learning Outcomes.
- Facilitate the integration of assessment into the process of curricular, programmatic, and pedagogical innovation.
- Coordinate and oversee University assessment of student learning in undergraduate and graduate academic programs.
- In cooperation with the College Learning and Assessment Committees, establish guidelines for a schedule of assessment tasks through the academic year.
- Disseminate survey results from University-wide student survey data (CIRP, NSSE, Noel-Levitz, AICUP freshman survey, etc.) for use in program analysis and assessment.
- Research and develop criteria to evaluate integrative learning outcomes in all University programs.
- Develop cooperative initiatives with student representatives to promote and evaluate student learning.
- Cooperate with AOC and College Education Committees in development of review of existing programs and assessment plans for new programs and courses.
- Recommend topics for research and workshops to the Center for Nexus Learning regarding teaching methods to enhance student learning.
- Annually review and when appropriate revise its own charges in coordination with the Shared Governance Committee.

## COLLEGE ASSESSMENT COMMITTEE

**Membership: 5 or 6** (3 elected faculty; 1 or 2 administrators; advisory: 1 advocate)

- (3) Faculty elected at large from the College  
*Chair elected by the committee from the members of the committee and serves as college representative on the University Teaching, Learning and Assessment Committee.*
- (1 or 2) Academic/Associate Deans of the College (ex officio)
- (1) College Assessment Advocate (advisory)

### Charges:

- Determine the College's assessment needs and balance of representation on the College Assessment Committee (prior to each election cycle).
- Coordinate and oversee College assessment of student learning in undergraduate and graduate academic programs.
- Collect and document College-wide best practices in support of achieving academic learning outcomes.
- Assist College faculty with assessment in support of specific program accreditation upon request (Committee will work with program coordinators to determine levels and kinds of assistance).
- Present their work to the college faculty once a semester.
- Coordinate and support reviews of College undergraduate and graduate curricula.
- Cooperate with College Education Committee in development of assessment plans for new programs and courses.
- Develop and sustain procedures for systematic involvement of adjunct faculty in the assessment process and in the practice of assessment across the University.
- Cooperate with University Teaching, Learning and Assessment Committee to promote and sustain, through faculty development initiatives targeting both full-time and adjunct faculty, a College-wide culture of assessment.

### Communication Between University and College Levels

The last charge in the College committee list, and the first charge in the University committee list both indicate necessary coordination.

## UNIVERSITY STUDENT EXPERIENCE COMMITTEE

This committee has three distinct foci all related to the student experience at the University: Academic Policy and Procedures, Integrity and Conduct, and Student Engagement. The work of the full committee focuses on *academic policies and procedures*.

Two subcommittees will be established, one focused on *academic conduct and integrity* and one on *student engagement*. These subcommittees will be formed by the committee from its own membership.

**Membership 16** (*voting: 6 elected faculty, 4 administrators, 3 students; advisory: 3 faculty advising advocates*)

- (1) Faculty chair, elected at large
- (3) Faculty, one from each college
- (2) Faculty, at large
- (1) Learning and Advising Representative (ex officio)
- (1) Registrar's Office Representative (ex officio)
- (1) Continuing and Professional Studies representative (ex officio)
- (1) Office of Student Life representative (ex officio)
- (3) College Advising Advocates (advisory, vote on appeals)
- (3) Student Representatives (who review and vote on Academic Integrity and conduct cases, but they do not participate on cases of dismissal appeals).

Appointed (advisory, votes on appeals): Admissions, Dean of Students

*Representation when requested:*

Financial Aid, Athletics, Counseling, Dining Services, Career Services, International Student Office, Physical Plant, Disability Services, OIT, Security, Alumni, Mail Room, Physical Plant

**Charges:**

- Review and make recommendations for approval to the University faculty for changes to policies and procedures concerning academic progress toward fulfillment of each undergraduate and graduate student's degree requirements.
- Review and recommend criteria for undergraduate and graduate scholastic probation, terminal probation and dismissal of students who have not demonstrated reasonable progress toward fulfillment of their degree requirements.
- Schedule and conduct hearings regarding academic dismissal and readmission appeals.
- Review and make proposals addressing compliance with relevant federal and state guidelines for higher education.
- Review and make recommendations for approval to the University faculty and Provost Office for changes to policies and procedures concerning the hearing of appeals from undergraduate and graduate students dismissed from the University for not demonstrating reasonable progress toward fulfillment of their degree requirements.
- Review and make recommendations for approval to the University faculty and Provost Office or changes to policies and procedures concerning the University grading system, grading options (e.g., CR/NC, INC, AU) and grade inclusion/exclusion when repeating courses.
- Review and make recommendations for approval to the University faculty and the Provost Office for changes to policies and procedures concerning leave-of-absence and re-entry to the University.
- Review and make recommendations for approval to the University faculty and the Provost Office for changes to policies and procedures concerning recruitment and admissions standards.

- Review and make recommendations for approval to the University faculty and the Provost Office for changes to policies and procedures concerning evaluation of transfer, AP or CLEP credits, transfer of credits after matriculation, “aging” of credits (including transfer credits), residency requirements and placement testing.
- Provide student and faculty input about procedures and policies regarding student registration, drop-add procedures, academic calendar, etc.
- Annually review and when appropriate revise its own charges in coordination with the Shared Governance Committee.

*Student Engagement Subcommittee charges:*

- Hear concerns and issues brought to the Committee by graduate and undergraduate students (including CPS) and brings in appropriate departments when needed to respond.
- Initiate research into the academic performance, remedial placement rates and probation and dismissal rates for the undergraduate student body, and report on these annually to the faculty.
- Advise and support approaches to academic advising that encourage student success.

*Academic Conduct & Integrity Subcommittee charges:*

- Set policies and procedures for issues regarding academic integrity and conduct.
- Address specific academic integrity cases via hearings.
- Create and review/revise procedures for addressing Academic Integrity infringements and record keeping.

***Communication Between University and College Levels***

- College Representatives/Advocate —report to college faculty at College Faculty meetings via agenda items
- College faculty members bring issues to College Representatives/Advocates for inclusion in the University committee meeting—this can occur anytime or during a college faculty meeting

***Schedule***

- One University meeting per month, each subcommittee also meets once per month; student academic conduct hearings scheduled when needed. Academic dismissal appeal hearings follow an established schedule.