



FACULTY HANDBOOK, PART II

FACULTY GUIDE TO ACADEMIC ORGANIZATION

AND GOVERNANCE

**Effective July 1, 2002
Amended December 2009**

**Compiled and Edited under the Auspices of the Faculty Senate
Published by the
Office of Human Resources
Notre Dame de Namur University
1500 Ralston Avenue
Belmont, California 94002**

Addendums

02/2011

- Book II Appendix III, Teach Out Policy page 41 Faculty Senate Approval 07/01/2011
- Book II, Appendix I, Academic Organization page 37 Faculty Senate Approval 02/2011
- Book II, Appendix III D. (new heading) page 44 Faculty Senate Approval 01/2011

12/7/06

- Part II, A. 1. 1. new section b (p.13) Insert before current b President Approval 11/1/06

12/8/09

- Part III, III A. 1. b (pg.23) President Approval 12/01/09

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Foreword

The *Faculty Guide to Academic Organization and Governance*

The *Faculty Guide* describes (1) the organization of the Administrative Divisions of the University, (2) the internal organization of the four Schools, and (3) the structures and processes of the governance committees and councils on which faculty serve, either by virtue of election or appointment.

The *Faculty Guide* does not cover every possible question or situation. Policy statements provide general guidelines for action, and procedures state the methods that will be used to implement the policy. The policies and procedures may be interpreted by the University as they apply to individual instances. The University's interpretation, as ultimately determined by the President, shall be binding and final.

The University reserves the right to revise and update these policies and procedures. Such revisions and updates shall supersede previous policy and procedure.

Changes in this *Faculty Guide* are coordinated by the President of the Faculty Senate and reflect only approved modification of policies, procedures, and descriptions that have resulted from the decision-making system detailed in the *Guide*. The changes in policies and procedures are compiled and issued annually for implementation on July 1st of each fiscal year.

Part I: ADMINISTRATIVE ORGANIZATION of the UNIVERSITY

I. Administrative Organization

A. Board of Trustees

1. All powers and activities of the University are exercised and managed by the Board of Trustees directly or, if delegated, under the ultimate direction of the Board.
2. The Board of Trustees has 15-36 members and meets at least four times each year.
3. The Board of Trustees may create any number of Board Committees, each consisting of two or more Trustees, the Chair of the Board, the President, at least two additional Trustees and, with the exception of the Membership Committee and the Executive Committee, one faculty representative. The standing committees of the Board of Trustees are:
 - a. Executive Committee.
 - b. Academic Affairs Committee.
 - c. Audit Committee.
 - d. Development Committee.
 - e. Finance and Investment Committee.
 - f. Membership Committee.
 - g. Mission Committee.
 - h. Student Affairs Committee.
 - i. Building Committee.
4. In order to have legal status, the Faculty Senate, ASNDNU and the Staff Assembly must have their constitution and by-laws, and any changes thereto ratified by the Board of Trustees. The initial set of by-laws of any other internal governance body must be approved the Board.
5. The Board is fully responsible for policies with respect to finance, development and programs of the University and for the formulation of long-range strategic planning for institutional vitality and longevity.

B. Administrative Divisions of the University

1. There are five administrative divisions of the University. Each is directed by senior administrators responsible for functional operations in their area who together they form the Senior Administrators Team (SAT).
 - a. The President's Office: directed by the President
 - b. The Office of Academic Affairs: directed by the Provost
 - c. The Office of Student Affairs: directed by the Vice President for Student Affairs
 - d. The Office of Administration: directed by the Vice President for Administration
 - e. The Office of Development: directed by the Vice President for Development

C. Responsibilities of the Senior Administrators and Reporting Personnel

The roles and responsibilities of the President and other Senior Administrators are briefly summarized below. Job descriptions for all positions listed are subject to change. They may be read upon request in the Human Resources Office.

1. President

The President is the chief executive officer and generally directs the business and the other officers of the corporation. As educational and administrative head of the University, the President supervises all the affairs of the institution and brings to the attention of the Board any matters that are appropriate for keeping the Board fully informed in meeting its policy-making responsibilities. The President may sign all authorized contracts, deeds, conveyances, and other obligations that implement the approved budget. The Provost and the Vice Presidents and other staff report to and are directly accountable to the President who represents the University to its patrons, the general public, the alumni, and to government and other institutions. The President prepares quarterly reports for the Board of Trustees and presents faculty and other campus viewpoints to the Board and informs the campus constituencies of the views of the Board and the administration on like issues. The President makes administrative appointments, executes contracts, approves the budget with final approval by the Board of Trustees, and directs the raising of funds for the maintenance and development of the University.

1.1 President's Office: Administrative Personnel

a. Administrative Coordinator

The Administrative Coordinator manages the communication and information needs of the President.

b. Assistant to the President

The Assistant to the President provides administrative support for the President with the Board of Trustees and represents the Office of the President and the University to internal and external groups.

c. Senior Advisor to the President

The Senior Advisor to the President provides administrative, governance and programmatic support and advice to the President. She represents the President and the University to internal and external groups. She assists the President in ensuring that the University fulfills its mission and advises the President on internal and external issues facing the University.

d. Director of Human Resources

The Director of Human Resources is the personnel officer of the University. S/he oversees the hiring of new employees, administers the benefits program, and assures compliance with regulations affecting the employer-employee relationship.

f. Director for Mission and Diversity

The Director for Mission and Diversity is responsible for the design, assessment and successful implementation of the plan for diversity. Provide leadership and guidance to staff and faculty to ensure integration of the diversity plan within the curriculum, decision-making, governance and the institution as a whole.

g. Director of Athletics

The Director of Athletics is responsible for the administration of intercollegiate athletics. This responsibility includes hiring and supervision of coaches, eligibility determination and budget administration, and program development.

2. Provost

The Provost is the chief academic officer of the University and organizes, monitors, and coordinates all dimensions of the academic program (the curriculum, academic auxiliaries, educational policies, academic budget, and all academic personnel) in consultation with the President, Deans, and faculty. Reporting directly to the Provost are the Assistant Provost, the Deans of the four Schools, the Dean of Enrollment, the Registrar, the Library Director, the Director of the Career Center, the Director of the Academic Success Center and the Director of the Community-based Learning Center. Her specific responsibilities are to provide management leadership for the areas that fall within the Division of Academic Affairs, develop and supervise annual budgets for all academic programs and services, and provide academic leadership to all academic departments

2.1 The Academic Management Team (AMT)

The AMT is an advisory team to the Provost in which academic information, policies, and procedures are discussed by the Provost, the Assistant Provost, the Deans and the Directors for recommendations for consideration to the President. The most important task before the team is the development of annual action plans in Admissions, Financial Aid, the Registrar's Office, the Library, and other represented offices as they relate to the strategic issues in recruitment, retention and curricular transformation. The Faculty Senate President is an *ex officio* member of the AMT.

2.2 Academic and Administrative Personnel Reporting to the Provost

A. The Assistant Provost and Director of Institutional Research

The Assistant Provost will have direct responsibility for the Office of Institutional Research as well as the Office of the Registrar. He will work in coordination with admissions, financial aid, student accounts and faculty contracts to integrate all those functions into a linked system that will improve reporting, planning and budgeting capabilities.

B. School Deans

While specific responsibilities vary from School to School, in general the School Deans are responsible for the administrative, curricular, staffing, and budgeting processes of his or her School, for fund-raising and external positioning of all programs within the School, and for advocacy of the Schools to both external and internal stake holders. A School Dean teaches at least one course in his or her home department annually.

C. Director of Career Development

The Director of Career Development is responsible for administrating the educational function of the office, which includes advising students on the career development requirements, overseeing the curriculum in career development courses and developing contacts for job placement.

D. Library Director

The Library Director is a full-time ranked, tenure track faculty member who has responsibility for the organization, administration, and supervision of the library. In cooperation with the faculty and administration, he makes the library an integral part of the instructional program in the University

E. Dean of Enrollment

The Dean of Enrollment is responsible for the overall policies, planning, and implementation of admission and retention strategies of the University. Working with the Provost, the School Deans, and other Faculty Administrators, she sets the enrollment goals of the University for all student constituencies. She works closely with the Director of Public Information (or his designee) on enrollment marketing and publications.

(a) Assistant to the Dean of Enrollment for Graduate Admissions

The Assistant to the Dean of Enrollment for Graduate Admissions supervises and maintains application files. Except for specified programs, such as in Education, she is responsible for initial admission counseling and determines suitability of acceptance along with the Department Chairs and Program Directors.

(b) Assistant to the Dean of Enrollment for Graduate Academic Records

The Assistant to the Dean for Graduate Records serves as a liaison between continuing Master's degree students Department Chairs and Program Directors, the Registrar's Office, and the School Deans. She monitors the academic records of undergraduate and graduate students.

(c) Director of Undergraduate Admission

The Director of Undergraduate Admission admits undergraduate students who meet admission standards of the University and is responsible for the recruitment program of the University which includes high school and community college relations work, for public relations relative to student recruitment, for the coordination of all University resources for use in recruitment, for development, and distribution of recruitment materials.

(d) Director of Financial Aid

The Director of Financial Aid is responsible for the overall administration of the financial aid program. She plays a major role in operational and program policy development, implementation and evaluation; reviews, analyzes, and packages financial aid for new and returning students.

F. Registrar

The Registrar is responsible for the day-to-day operations of the Office of the Registrar, including the maintenance of student academic records; planning and conduct of registration; assignment of classrooms' evaluation and reporting of academic standing; publication of course schedules, class lists, grade reports, transcripts, verifications and statistical reports, assisting the faculty and administration in the development and implementation of academic policies and procedures.

G. Director of the Academic Success Center

The Director of the Academic Success Center provides all day, intensive, undergraduate and graduate students with learning support and academic services necessary for achieving academic success. He assists student experiencing academic difficulty. He collaborates with faculty by providing resources and materials that support innovation in instructional design, development, and instructional strategies. He coordinates programs of academic support and services for students with learning and physical challenges.

H. Developmental Math Specialist/Learning Support Services Program Coordinator

This program coordinator assumes leadership of the tutorial services and workshops that offer academic learning assistance to Notre Dame de Namur University students. As the Math Learning support specialist, he provides individualized and small group learning support for students. As the coordinator of tutorial services, he oversees tutorial assistance provided by student and volunteer tutors, provides workshops to improve student academic success, works with the Writing Center Coordinator and the Director of the Academic Success Center to assess the learning needs of students and develop appropriate support responses.

I. Director of Community-Based Learning

The Director of the Community-based Learning Center works with faculty and key members of the administration on linking experiential projects in the regional area with the curriculum. She is responsible for the planning and coordination of the annual Community Collaboration Day. Working with a faculty advisory council, she develops programs, procedures and training to create linkages between academic and community-based learning.

3. Vice President for Student Affairs

The Vice President for Student Affairs is responsible for the administration of the following areas: student life, residence life, student activities, campus ministry, health, counseling, international students, athletics, community-based learning and public safety. In collaboration with other members of the administration and faculty, she, with her staff, strives to create an atmosphere of mutual respect and responsible freedom while developing co-curricular programs that reinforce and deepen the personal growth of students as well as the education that takes place in the classroom.

3.1. Administrative Officers Reporting to the Vice President for Student Affairs

A. Director of Campus Ministry

The Director of Campus Ministry develops and coordinates programs which help in creating a Christian community with ecumenical dimensions

B. Director of Counseling Services

The Director provides psychological counseling for individuals and groups. The Director works closely with Health Services to provide educational programming in the area of mental health.

C. Director of Health Services

The Director provides medical and counseling services and referrals to the NDNU community.

D. Director of Student Life

The Director supervises the residence staff, advises Peer Education, and directs the Leadership Academy. The office is responsible for planning functions related to orientation, co-curricular programming, including the first year experience.

E. Director of International Student Advising Services

The Director advises and assists students from different countries in academic, cultural, and social transition and development; exchange between American

and International Students; and takes care of immigration and intergovernmental business related to a student's stay at NDNU.

F. Chief of Public Safety

The Chief is responsible for the safety and security of the campus community. The office is responsible for issues related to providing coordinated safety and emergency response.

G. Director of Student Activities

The Director is responsible overall for student-planned events and programs for all populations. In addition, the position is responsible for the management of Tabard Inn.

4. Vice President for Administration

The Vice President for Administration is the chief financial officer who establishes and maintains an effective organization for planning and administering the business and fiscal functions of the University, assists the President in formulating fiscal and budgetary policies, and oversees the collection of all revenues and payment of all bills and accounts. He supervises the functions for purchasing, business offices, facilities, central services, security, auxiliary enterprises, and management information systems.

4.1 Administrators Reporting to the Vice President for Administration

A. Controller

The Controller is responsible for the operation of the offices of Business Services, assists in preparation of the University's annual operating budget, grant and contract budgets, and the supervision and preparation of accounting records and management reports.

B. Director of Facilities

The Director of Facilities coordinates and plans the maintenance and upkeep of the institution, both buildings and grounds. He is also responsible for maintenance services.

C. Chief Technology Officer

The Chief Technology officer supervises the central computer operations and audio-visual aid technology as they relate to the administrative and academic functions of the University.. The Director provides training for office personnel and faculty in the use of central computer systems, documentation, and technical support.

D. Director of Community Relations

The Director of Community Relations markets University facilities and services to organizations for residential conferences and room rentals

a. The Ralston Hall Coordinator

The Ralston Hall Coordinator promotes the availability of and leases Ralston Hall to the public for social and business events, and schedules and coordinates University, High School, Elementary School and Early Learning Center related functions.

E. The Central Services Manager

The Central Services Manager oversees all daily operations of the Central Services Department including the Copy Center, Mail Center and Switchboard.

5. Vice President for Development

The Vice President for Development has primary responsibility for institutional efforts aimed at securing the financial and personnel resources otherwise unavailable to the University. He uses leadership, management, and interpersonal skills to plan and execute programs in areas such as alumni and board relations, fund raising, and communications. He supports advisory committees and other outside constituency groups. He identifies and develops selected projects for external funding

5.1 Administrative Officers Reporting to the Vice President for Development

A. Associate Vice President for Development

The Associate Vice President of Development coordinates all solicitations on behalf of the University, supervises receipt, acknowledgement and stewardship of all gifts, operates development management information systems, develops and documents projects for funding, manages the foundation solicitation process and, with the Director of Alumni Relations, conducts alumni campaigns

B. Director of Alumni Relations

The Director of Alumni Relations has the primary responsibility for a comprehensive program that serves and develops all alumni as a resource for the University. The Director supervises the tracking and record keeping of the alumni and works collaboratively with the Office of Admission and the Career Development Center. As a part of the Office of Development, the Alumni Director develops the Alumni Board and works to recruit and place effective volunteers. In conjunction with the Alumni Board, the Director plans fund-raising events and programs that appeal to the broad spectrum of constituents that reflect the University.

C. Director of Public Information

The Director of Public Information is responsible for three board areas of institutional advancement: advertising and publications for the University and for individual departments and programs; market research and planning; and visibility and promotion through community and media relations, including the web site. This person serves as the chief spokesperson for the University

D. Grants Administrator

The Grants Administrator is responsible for the stewardship of funded proposal projects, including the tracking and measuring of grants from local, regional and national foundations.

Part II: Organizational Structure of the Four Schools

The University comprises four Schools, vertically organized into graduate and undergraduate departments, but articulated horizontally through shared course listings, core curriculum requirements, and, in some cases, shared faculty. While faculty are members of a department (or, rarely,

departments), they are employed by the University, and, if they are granted tenured, they are tenured to the University. Each of the four Schools is directed by a School Dean, currently serving on an interim basis. The Deans are appointed by the President and the Provost from the ranks of the full-time faculty, preferably tenured, in consultation with each School's faculty. The four Schools' respective Departments are:

a. The School of Arts and Humanities

Departments of Art, English (including English as a Second Language, and the Master of Arts in English), Modern Languages/Cultures, Music (including Master of Music), Philosophy, Religious Studies, Theatre Arts, Physical Education. Each Department is managed by a Department Chair. In the English Department, the MA in English and the English as a Second Language (ESL) programs are managed by Program Directors.

b. The School of Business and Management

Departments of Business (Day and Intensive), Communication, Master of e-Business Management, Master of Business Administration, Master of Public Administration, Master of Systems Management

c. The School of Education and Leadership

Departments of Teacher Education, Human Services (Intensive), Liberal Studies (Day and Intensive), Master of Arts in Teaching, Master of Education in Curriculum and Instruction, Master of Education in Technology, Master of Science in Technology Administration, MA in Special Education

d. The School of the Sciences

Departments of Art Therapy Psychology, the Natural Sciences, Mathematics and Computer Science, Counseling Psychology and Gerontology, History and Political Science, Psychology and Sociology. Each Department is managed by a Department Chair; Program Directors are responsible for specific programs within the Departments (Gerontology, for example).

A. Role of the School Deans

While specific responsibilities vary from School to School, in general the School Deans are responsible for the administrative, curricular, staffing, and budgeting processes of his or her School, for fund-raising and external positioning of all programs within the School, and for advocacy of the Schools to both external and internal stake holders. They also coordinate the marketing of the School for program development and recruitment. They supervise and maintain an efficient office that supports the needs of the School, facilitate communication between Departments within the School and between other Schools and Departments in the institution. A School Dean teaches at least one course in his or her home department annually.

1. Faculty Members with Administrative Responsibilities Reporting to School Deans

Note: For those faculty administrative structures in which Program Directors report to a Department Chair and whose responsibilities are appropriately redefined, see II,D.2, below).

1. Department Chair/Program Director

The primary responsibility of the Department Chair/Program Director is the management of the fundamental academic unit, the Department. This involves maintenance of curriculum and teaching quality and the coordination of program development within the discipline. Of special importance is the directing of advising, testing, recruitment and the assessing of other ongoing departmental activities. Other

responsibilities of the Department Chair/Program Director include participation in an administrative team that maintains ongoing communication with the School Dean, senior academic administrators, the departmental faculty, the Office of Admission, the Director of Academic Records, and the Library. It is the Chair/Program Director's job to coordinate the institutional requirements of the University which necessitate response from the academic departments. It is expected that the Chair/Program Director will foster interdisciplinary discussion, planning, and program development within the Departments. This Faculty Administrator is required to participate in faculty forums, chair monthly departmental meetings, and maintain a high level of visibility and availability.

a. Duties and Responsibilities

- (1) Collegiality: Foster the harmonious development of the Department and maintain a spirit of personalized attention and care with faculty and staff.
- (2) Advocate for the Department: Formulate and propagate the special interests, objectives and policies of the Department in balance with the needs of the institution as a whole. Maintain Department standards and image. Keep informed about educational trends in other institutions.
- (3) Budget: Plan for and prioritize anticipated budgetary needs, coordinate preparation of the proposed annual budget in consultation with the School Dean, other Chairs, Program Directors and faculty, and manage the approved budget. Verify the accuracy of each month's budget printouts and resolve any discrepancies.
- (4) Faculty Contracts, Recruitment and Hiring: Initiate departmental and appointments, obtain and forward to the Dean documents required for initial placement on the faculty scale, approve Faculty Contract Worksheets and forward to the Dean. Manage searches for new full-time faculty members. Recommend all new full-time faculty appointments and all part-time instructors with the exception of those instructors appointed under the authority of graduate and undergraduate Program Directors. Consult with the School Dean and Department faculty on the teaching needs of the Department.
- (5) Faculty Evaluation and Development: Evaluate faculty in the Department by class visitations, collegial discussions, and review of student evaluations. Encourage peer review and mentoring. Maintain faculty evaluation files and review periodically with the Dean. New faculty are to be formally evaluated in their first semester of teaching; all faculty, at least once every three years. The Department Head mentors and advises faculty on their teaching and academic development.
- (6) Curriculum: Oversee the ongoing evaluation and implementation of courses and programs offered within the Department in consultation with departmental faculty. Promote interdepartmental and inter-school proposed programs. Initiate and oversee balanced scheduling of classes within the Department and within the School as a whole. Be responsible for the academic integrity of the discipline by maintaining currency in the field and consulting with appropriate advisors and colleagues on changing standards. Collaborate with Department faculty in determining major requirements, preparing class schedules, determining assignments, planning two-year cycles, and developing new courses, programs, and sequences. Review syllabi, textbook orders, and *Catalog* descriptions, and oversee development of library holdings.

- (7) Communication: Coordinate divisional response to Admission, Registrar, Library, and other offices in cooperation with the School Dean. Plan and conduct monthly meetings of Department faculty and maintain minutes of the meetings.
- (8) Adjudication: Mediate disputes between and among students and faculty within the Department according to established policies and procedures stated in the student and faculty handbooks.
- (9) Student Recruitment/Retention: Assume joint responsibility with the Admissions office, the University administration and the School for recruitment, retention and special marketing activities beneficial to the Department and the University.
- (10) Office Administration: Assume responsibility for submitting data and reports as requested by the administration. Supervise secretarial help and student workers, as appropriate. Keep orderly files on Departmental meetings, Department faculty, class schedules and course syllabi. Approve faculty absences. Approve requests for reimbursements for travel, etc. Approve overload teaching in the Department.
- (11) Advising: Represent the Department and coordinate advising activities at times of new student orientation. Coordinate pre-registration advising. Coordinate advising responsibilities within the Department according to the policy guidelines established by the University. Assign advisees to faculty; as needed, train and monitor faculty on departmental standards and requirements, and assure proper maintenance of advising files. Review and approve student study projects, course challenges, petitions and graduation applications. Maintain regularly scheduled office hours and be available to meet students' counseling and academic needs.
- (12) Student Recruitment/Retention: Actively collaborate with the faculty and University administration for enrollment planning, recruitment, retention and special marketing activities beneficial to the university.
- (13) Facilities: Oversee and assume responsibility for reasonable care and maintenance of the physical facilities and equipment of the Department.

b. Election

The Department Chair is elected by a majority of the departmental faculty (Full-time, Core and Senior Lecturers) after consultation with part-time faculty without voting rights. The departmental choice is then forwarded, after consultation with the School Dean and the Provost, to the President for approval. If the President does not approve the faculty's selection, a meeting between the parties is held to resolve the disagreement. If agreement is not reached, the faculty will reconvene to elect another candidate.

c. Compensation

Release time compensation is determined by the number of students in the major, number of students enrolled in departmental courses and departmental involvement in use of equipment, facilities, and testing. The range of annual released time for Department Chairs is three to twelve units. They may teach one three-unit overload course per semester, if justified by enrollments.

d. Evaluation

Administrative performance is evaluated by the School Dean. Evaluations become part of the individual's personnel record and are include in the portfolio

presented to the Rank and Tenure Committee for promotion and tenure purposes.

e. Term of Office

The term of office is three years. The contract may be for nine months or twelve months, based on the size, nature, and needs of the Department and its programs. Selection is by appointment by the President. Faculty members are encouraged to consult with the Dean of the School and the Provost, who will forward recommendations to the President.

f. Removal from Office; Absence from Duties

- (1) A Department Chair/Program Director can be relieved of his/her administrative duties at any time during the term of his/her appointment. The Department can remove the Chair/Director from office if one-half of the Department members sign a petition requesting removal of the Chair/Director and if two-thirds of the Department so vote by written ballot in a consequent Department meeting, the Dean of the School presiding, in which the Chair/Director has had the opportunity to answer the complaints set forth in the recall petition. The Dean can relieve the Chair/Director of his/her administrative duties if there is a clear indication of the necessity for such action, but only after consultation with the Department and after the Chair/Director has had the opportunity to respond to the Dean concerning the problem. Being relieved of administrative duties does not affect the individual's status as a faculty member. At the beginning of the semester following the semester during which the Chair/Director is removed, s/he resumes a regular teaching load.
- (2) When a Department Chair/Director is to be absent for a period of one month or less s/he has the authority to appoint a substitute from within the Department after consultation with the Dean. When his/her absence is unforeseen or will be for more than a month, the Dean will appoint an acting chair after consultation with the Department faculty.

2. Faculty Members with Administrative Duties Reporting to Department Chairs

a. Undergraduate and Graduate Program Directors

Undergraduate or Graduate Program Directors report to the Department Chair and are charged with the management of their Undergraduate or Graduate Program, including recruitment and the maintenance of curriculum and teaching activities. Of special importance is the direction of advising, testing, and of assessing other ongoing program activities. Depending on the special needs of the program, other responsibilities may be assigned as appropriate.

1. Duties and Responsibilities

- (a) Collegiality: Maintain a spirit of personalized attention and care in relations with Program faculty, students and staff.
- (b) Advocate for the Program: Formulate and promulgate the special interests, objectives and policies of the program. Maintain program standards and image.
- (c) Budget: Regularly consult with the Department Chair and/or School Dean as appropriate on budget needs of the Program.
- (d) Faculty Recruitment and Hiring: Recruit and initiate appointment of part-time instructors. Collaborate with

Department Chair in the search and appointment of new full-time faculty members who will teach regularly in the program. Discuss teaching needs of the Program with the Department Chair and School Dean.

- (e) Faculty Evaluation and Development: Evaluate faculty in the program by class visitations, collegial discussions, and review of student evaluations. Encourage peer review and mentoring. Maintain faculty evaluation files and review periodically with the Department Chair. New faculty are to be formally evaluated in their first semester of teaching; all faculty, at least once every three years. The Program Director mentors and advises faculty on their teaching and academic development.
- (f) Curriculum: Be responsible for the academic integrity of the Program by maintaining currency in the field and consulting with appropriate advisors and colleagues on changing standards. Collaborate with Program faculty in determining program requirements, preparing class schedules, determining assignments, planning two-year cycles, and developing new courses, programs, and sequences. Review syllabi, textbook orders, *Catalog* descriptions, and oversee development of library holdings.
- (g) Management and Communication: Plan and chair regular Program meetings. Disseminate information affecting or of interest to the program faculty.
- (h) Adjudication: Mediate disputes between and among students and faculty within the Program according to established policies and procedures stated in the student and faculty handbooks.
- (i) Students: Coordinate advising responsibilities within the Program according to the policy guidelines established by the University. Assign advisees to faculty as needed, train and monitor faculty on Program standards and requirements, and assure proper maintenance of advising files. Review and approve student study projects, course challenges, petitions, and graduation applications. Maintain regularly scheduled office hours and be available to meet students' counseling and academic needs.
- (j) Student Recruitment/Retention: Actively collaborate with the faculty and administration for enrollment planning, recruitment, retention and special marketing activities beneficial to the institution as a whole.
- (k) Facilities: Oversee and assume responsibility for reasonable care and maintenance of the physical facilities and equipment of the Program.

2. Compensation

Twenty-five to fifty percent release time, depending upon number of students in the program. Nine to twelve month contract, depending on summer program needs.

3. Evaluation

Administrative performance is evaluated by the Department Chair. Evaluations become part of the individual's personnel record and are included in the portfolio presented to the Rank and Tenure Committee for promotion and tenure purposes.

4. Term of Office

Ongoing. Appointment is by the President, who will consult with Department Chair. Departmental faculty members' recommendations are to be considered.

3. Administrator of NDNU Early Learning Center (Reports to the Dean of the School of Education and Leadership)

The Administrator works closely with the Director of Early Childhood/ Montessori especially in areas of curriculum and Montessori interns. The Coordinator of Early Childhood/Montessori and the Administrator of the Early Learning Center share responsibility for the interns working in the Early Learning Center. The Administrator of the Early Learning Center has full responsibility for the teachers. A handbook for Early Learning Center teachers is available which includes benefits to Early Learning Center teachers (which are the same as NDNU full-time faculty benefits). Salaries and tuition are set by the Administrator in consultation with the PBC. Contracts for full-time teachers are developed and signed by the Administrator. Contracts for interns are developed and signed by the Director of Early Childhood/ Montessori and the Administrator.

Part III: GOVERNANCE and DECISION-MAKING

I. Governance: An Overview

A. Governance Principles

1. To further our educational goals, Notre Dame de Namur University is committed to the ideals of the collegium, the community of equals. Members of our community -- including the Board of Trustees, faculty, staff, administration, students, and alumni -- comprise a decentralized organization that emphasizes facilitative leadership, consensus building, and participatory governance and administration. In our interactions with each other, we share the commitments and aspirations expressed in our mission statement, handbooks, and planning documents.
2. We encourage mutual trust, clear communication, and the involvement of all in institutional research, planning, and assessment. We recognize that knowledge and expertise are widely distributed throughout the organization, and that the participatory process yields more creative decisions and more effective implementation. This calls for sufficient internal consultation, access to relevant information, the clear delineation of authority and communication of the rationale for decisions made to the affected parties.
3. In the case of *ad hoc* working groups formed for strategic purposes by a senior administrator and involving faculty participation, as a general guideline, the Faculty Senate recommends that if the group is being formed for any purpose that has implications for the quality and character of the institution, and/or falls within specific areas of faculty jurisdiction such as governance, curriculum, standards, salaries and benefits, roles and rewards, and hiring and dismissal, then the senior administrator must consult with the Faculty Senate president to decide how to involve faculty in determining faculty representation within that group.
4. Distinctions between participation in the decision-making process and the authority for making decisions are described in this guide, and in the administrative, and staff handbooks, along with guidelines for internal consultation, procedures for decision making. The grievance and appeals

process available to community members who believe that policies, procedures, or individual or group rights have been violated is set forth in the *Faculty Employment Handbook*, Part VIII.

B. Decision-Making at Notre Dame de Namur University

1. General Procedures

- a. Committees evaluate proposals using specific criteria or guidelines (see below) related to the individual proposals, drawing upon expertise of resource people on campus, the opinion of affected parties, and input from the community through appropriate channels such as School and Department meetings, Faculty Senate meetings, standing Committee meetings, various Council meetings, and meetings of other working groups.
 - b. Committees draw conclusions, and the Committee Chairs forward decisions to the appropriate senior administrator(s) in a timely manner—generally, within seven (7) days following the meeting at which a decision has been reached. In all cases concerning academic issues, which includes Standards, Curriculum, Rank and Tenure, Faculty Development and Grievance and Appeals, the appropriate senior administrator is the Provost.
 - c. The Senior Administrator evaluates the decision and satisfaction of criteria. Advisory councils may be included in this evaluation.
 - d. If the Senior Administrator finds that all criteria have been met, s/he passes on the committee's decision to the President. If he finds that all criteria have not been met, the decision is returned to the committee with explanation, and the process is repeated.
-
- c. A decision that rules on the application of policy to individuals (e.g., pro-motion, implementation of academic standards policy) is forwarded directly to the Provost, who then forwards it to the President.
 - d. The final decision rests with the President, who alone possesses veto power. If, in exceptional circumstances, non-concurrence is exercised, the reasons for the action are communicated to the committee.

2. General Proposal Guidelines

A proposal brought before an appropriate committee for evaluation must include the following:

- a. Need: The proposal should show that there is a need and cite relevant verifiable evidence.
- b. Purpose: The purpose of the proposal should be stated. Presumably, the purpose will be related to satisfying the need that has been described.
- c. Benefits: The proposal should describe the benefits that will accrue to the University, indicating who will benefit and how.
- d. Description: The proposal should be described in detail. Criteria to be used in evaluating the success of the proposal should be set forth clearly; a plan for evaluation of the program, and for its continuance or termination, should be included.
- e. Activities: The activities which will be necessary to institute and to implement the proposal should be described in detail.
- f. Facilities and Equipment: The facilities and equipment which will be required to carry out the proposal should be described.

- g. Staff: Staffing needs should be identified. Roles and qualifications should be described.
- h. Impact: The impact that the proposal is likely to have on other programs at NDNU should be described. The demands that the proposal will probably make on various offices or departments (e.g., Student Services, Registrar) should be described.
- i. Budget: A budget for the proposal should be enclosed. The budget should include the computational basis for all entries that are not specifically itemized (for example, the cost per unit for material or equipment to be used in the program). The budget, or accompanying budget narrative, should indicate how the costs of the program are to be financed.

II. Faculty Senate By-laws

1. Article I: Name

The name of this organization shall be the Faculty Senate of Notre Dame de Namur University.

2. Article II: Purposes

The Faculty Senate is organized to promote the general welfare of the University. To this end it seeks: (1) to act as a body to communicate faculty opinion on academic and pro-fessional matters to the Administration and the Board of Trustees; (2) to work toward the development and improvement of professional standards; and (3) to provide for continuous study of faculty problems as they may arise.

3. Article III: Membership and Dues

For purposes of authorizing creation of the Faculty Senate, each member of the faculty shall be entitled to one vote. "Faculty" is used here as defined in the *Faculty Handbook*, Part III.I.

- a. The Faculty Senate shall be comprised of all part-time and full-time faculty employed by the Notre Dame de Namur University whose duties involve teaching, advising, librarianship, or counseling, with the exception of the deans and the senior administrators.
- b. Faculty Senate may call upon its members for payment of dues. However, dues are not to be considered a condition for eligibility to membership in the Faculty Senate, and no sanctions are to be imposed upon those members who do not pay such dues.

- c. Dues are to be determined by a majority vote of the membership and collected by the Secretary-Treasurer.

4. Article IV: Officers

The officers shall be: President, Vice President, and Secretary-Treasurer; they shall together make up the Executive Committee.

5. Article V: Election of Officers

- a. Elections will be held in the spring semester for the officers whose terms will expire. Election will be held in conjunction with procedures for selection of representatives to committees and councils (see I.iii.F, in this *Faculty Guide*).
- b. Only full-time faculty members or senior lecturers are eligible for election to President or Vice President. The Secretary-Treasurer is a member of the faculty as defined in Article III above.
- c. If the office of President, Vice President, or Secretary-Treasurer is vacated, there will be a new election.

6. Article VI: Terms and Duties of Officers

The President-Elect/Vice-President shall be elected and serve for one year. He/she shall then assume the role of President for the ensuing year. She/he shall finally serve for one further year on the Faculty Executive Committee in the position of Past-President. If the President-Elect is unable to serve the subsequent year as President, the President shall be elected directly for a one-year term. The Secretary-Treasurer shall be elected for a term of one year. All officers shall assume the duties of their respective offices at the last regular meeting of the Senate in the year of their election.

a. Duties of the President

- (1) Act as an advocate for the faculty.
- (2) Provide pro-active leadership in the professional development of the faculty.
- (3) Promote faculty participation in governance.
- (4) Coordinate the interaction between the standing committees and the process of academic decision-making.
- (5) Act as liaison between faculty and administration.
- (6) Attend the following meetings:
 - (a) Faculty Senate: Meets at least once a month throughout the academic year. Senate President presides over the meetings and plans the agenda with the Secretary of the Senate after receiving requests from the faculty.
 - (b) Board of Trustees: Attends the bimonthly meetings of the Board as Faculty Participant (i.e., will be the Faculty "nominee" to the Chairman of the Board). Will also serve on one of the sub-committees of the Board, at his or her discretion.
 - (c) President's Cabinet: Meets monthly throughout the academic year.
 - (d) Faculty Development Committee: Will be an ex-officio voting member of the committee.
 - (e) Planning and Budgeting Committee: Will be an ex-officio voting member of the committee.
 - (f) Academic Management Team (AMT): Meets every other

week throughout the academic year.

b. Duties of the Vice President

- (1) Support the President and substitute for the President on any meetings of the committees the President is unable to attend.
- (2) Plan the Faculty Retreat with the aid of the President and an *ad hoc* committee.
- (3) Receive approved changes for the *Faculty Handbook* and the *Faculty Guide* from the Faculty Senate President and, once they are approved by the Senate, forward them to the Office of Human Resources to be incorporated into the *Faculty Handbook* and the *Faculty Guide*.
- (4) Attend the following meeting(s):
 - (a) Faculty Senate: Meets at least once a month throughout the academic year.

c. Duties of the Secretary-Treasurer

- (1) Keep a record of the proceedings of each Senate meeting.
- (2) Prepare, in cooperation with the President, the agendas for the meetings of the Senate.
- (3) Maintain the files of the Senate.
- (4) Be responsible for carrying on the correspondence pertaining to the affairs of the Senate as directed by the President.
- (5) Prepare for distribution of the minutes of all actions taken by the Senate within ten school days immediately following each meeting.
- (6) Receive all monies belonging to the Senate.
- (7) Sign and pay out monies of the Senate on instruction by the President.
- (8) Keep an itemized list of receipts and expenditures.

7. Article VII: University Ombudspersons

a. Role of University Ombudspersons

- (1) Three Ombudspersons are available for consultation: The Faculty Ombudsperson, the Staff Ombudsperson, and the Student Ombudsperson.
- (2) An Ombudsperson facilitates non-contractual dispute resolution between individuals and groups within his or her assigned constituency. This involves providing conflict management techniques to clarify problems and improve communication and understanding in order to reach a mutually satisfactory outcome. In the event that resolution cannot be obtained by these informal methods, the Ombudsperson can explain and guide the grievant through the procedures for handling grievances, as published in the *Faculty Employment Handbook*, the *Employee Handbook for Administrators and Staff*, or the *Student Rights, Freedoms and Responsibilities* document. The Ombudsperson may discuss the processes but cannot act as an advocate for any party's position in a case. He or she may not serve on the Grievance Committee.

- (3) In the event that an Ombudsperson is not available for consultation with his or her assigned constituency or that a potential conflict-of-interest is perceived, the other Ombudspersons may be consulted and act as alternates for each other.
- (4) The University recognizes that Ombudsperson duties may at times involve intensive work. A faculty member serving as Ombudsperson will be granted committee credit for serving in this capacity. A staff member serving as Ombudsperson will be granted a reasonable amount of release time to perform these duties.

b. Selection of Faculty Ombudsperson

- (1) The position of Faculty Ombudsperson is open to any full-time faculty member except persons scheduled to serve on the Committee on Faculty Grievances or the Student Judicial Committee. The term of office is three years, commencing in Fall, 1996, and every third year thereafter.
- (2) The Faculty Ombudsperson is selected by the following process: Faculty members may recommend appointees (including themselves) by sending nominations in writing to the Faculty Senate President. The Faculty Senate Executive Committee will review the nominations and rank the most qualified nominees in the order in which they should be offered the position. The Faculty Senate President will discuss possible appointment with one or more of the nominees in the determined order until the appointment is completed.

8. Article VIII: Faculty Senate Committees

- a. Faculty Senate may authorize the formation of Faculty Senate standing and *ad hoc* committees as it sees fit. As of the current *Faculty Guide to Academic Organization and Governance*, Faculty Senate standing committees are:
 - (1) Nominations, Elections, and Appointments Committee.
 - (2) Salaries and Benefits Committee.
- b. Members of Faculty Senate standing and *ad hoc* committees are selected by the following process: Faculty members may recommend appointees (including themselves) by sending nominations in writing to the Faculty Senate President. The Faculty Senate Executive Committee will review the nominations and rank the most-qualified nominees in the order in which they should be offered the positions. The Faculty Senate President will discuss possible appointment with one or more of the nominees in the determined order until the appointments are completed.

9. Article IX: Meetings

- a. Regular meetings of the Senate shall be held at least once each month with written notice distributed to the members at least five teaching days in advance. The President shall determine the time and place of all meetings of the Senate.
- b. Additional meetings may be called by the President or by at least three members. The request is to be made in writing and presented to the Secretary-Treasurer for distribution to the membership.

10. Article X: Quorum for Meeting

A quorum for meetings of the Faculty Senate shall be twenty percent of the total number of full-time faculty members.

11. Article XI: Amendments

These By-laws may be amended by a simple majority affirmative vote of those Senate members voting, provided notice in writing of a proposed amendment has been filed with the Senate Secretary-Treasurer and copies have been sent to the members of the Senate two weeks preceding the balloting.

III. Committees and Councils and Other Working Groups

A. Committees

Committees are decision-making in nature. Councils are advisory. Decisions concerning programs, policies, and procedures are reviewed by the Provost, or the appropriate deans or vice presidents, in accordance with the criteria of institutional decision-making, with final approval resting with the President (see Decision-Making at Notre Dame de Namur University, I.iii.B, in this *Faculty Guide*). The minutes of all standing committees are filed in the President's Office and are available to any faculty member upon request, with the exception of those matters which have been determined to be confidential and involve matters of personal privacy.

Following are the current committees and councils on which faculty serve as elected or as appointed members. All full time faculty are expected to serve on at least one elected committee and one appointed committee or council annually, although there are exceptions to this requirement based on individual, professional obligations and institutional needs.

1. Committee on Rank and Tenure

- a. The Committee on Rank and Tenure makes recommendations to the President concerning personnel actions such as advancement to tenure, promotion in rank and the granting of sabbaticals and leaves of absence.
- b. The Committee on Rank and Tenure is composed of five active members and three alternate members, none of whom can be a member of the Committee on Faculty Grievances. All eight members of the Committee on Rank and Tenure are full-time or senior-lecturer faculty members who are elected at large by the full-time and senior-lecturer faculty for staggered two-year terms. Only one active and one alternate member of the committee can be non-tenure. The Committee meets at least once monthly. The active members of the Committee elect a Chair at the beginning of each academic year. The recorder will be selected by the Chair in consultation with the Director of Human Resources.
- c. The duties and responsibilities of the Committee on Rank and Tenure include:
 - (1) Consideration of and recommendation on all applications for advancement in rank, sabbatical leave, and leave of absence; and appointment to tenure.
 - (2) Careful application of the criteria for rank and tenure decisions set forth in the *Faculty Handbook*.
 - (3) Seeking such information and assuring that such records as are needed to fulfill its functions are maintained, including records of its confidential deliberations, as far as legally permitted.
 - (4) Ensuring adherence to filing dates as established by the Committee.
 - (5) Filing such reports and initiating actions as needed to fulfill its functions.
 - (6) After discussion with Faculty Senate, reviewing and recommending desirable changes in the criteria for promotion in rank, advancement to tenure, and approval of sabbatical leaves and leaves of absence.

2. Committee on Faculty Grievances

- a. The Committee on Faculty Grievances coordinates faculty grievance and appeal procedures, as detailed in Parts VII and VIII of the *Faculty Employment Handbook*. The Committee conducts formal hearings on grievance or dismissal charges as needed. It also reviews any issues related to academic freedom.
 - b. The Committee on Faculty Grievances is composed of five active members and three alternate members, none of whom can be a member of the Committee on Rank and Tenure. All eight members of the Committee on Faculty Grievances are full-time or senior-lecturer faculty members who are elected at large by the full-time and senior-lecturer faculty for staggered two-year terms. An active member serves in all regular activities of the Committee unless deemed disqualified for bias or interest in a particular case. An alternate member serves solely for a designated grievance or dismissal case. The active members of the Committee elect a Chair at the beginning of each academic year. The Faculty Ombudsperson may not serve in any capacity on this Committee.
3. Committee on Scholarships and Grants-in-Aid:
- a. The Committee on Scholarships and Grants-in-Aid sets policy governing the administration of financial assistance at Notre Dame de Namur University; evaluates first-time applications for all financial assistance and grants awards on the basis of need and academic performance; supervises and coordinates graduate study opportunities which involve multiple disciplines (e.g., Rhodes and Woodrow Wilson scholarships). Graduate awards will be made in consultation with appropriate School Deans, Department Chairs and/or Program Directors and graduate admission coordinators as appropriate.
 - b. Following are members of the Committee:
 - (1) Dean of Enrollment, Chair
 - (2) Vice President for Student Affairs
 - (4) Director of Financial Aid
 - (6) Student Life Representative
 - (7) Two members of the faculty elected at large
 - (8) Student representative
 - c. The Committee meets as necessary on the call of the Chair.
4. Student Judicial Committee
- a. The Student Judicial Committee meets as needed to serve as a forum to hear issues related to alleged violations of the Code of Student Conduct. The Committee is empowered to impose sanctions against any student, graduate or undergraduate, who has violated the Code of Student Conduct. The Committee may hear cases involving student grievances and sits as an appeals body for alleged academic misconduct cases.
 - b. The Student Judicial Committee is composed of five voting members: one full time staff member/administrator, who is appointed by the President for a two-year term; two full-time or senior-lecturer faculty members, who are elected by the full-time and senior-lecturer faculty for staggered two-year terms; and two students recommended by ASNDNU and the Residence Hall Council for appointment by the Vice President for Student Affairs. The Committee elects its own Chair.
5. Graduate Curriculum and Academic Standards Committee
- a. The Graduate Curriculum and Academic Standards Committee is the chief body for implementing the graduate curricular and academic standards goals of the University. The Committee reviews any pending decisions that may impact the curriculum and/or educational aims of the University. The Committee formulates guidelines for academic standards, student academic regulation, the learning environment, and learning-

related services as specified below.

- b. The Graduate Curriculum and Academic Standards Committee will have joint meetings with the Undergraduate Curriculum Committee or with the Undergraduate Academic Standards Committee as needed to define process for the community curriculum or academic standards policies/issues. Changes to curriculum or to academic standards which would significantly affect the following factors will be considered such community policies/issues: enhancement of learning, centrality to the mission and values, effective communication and participation, efficiency and fiscal responsibility. Such joint meetings will use a consensus style of decision-making.
- c. The Graduate Curriculum and Academic Standards Committee is responsible for the University graduate curriculum. It sets policy and requirements for advanced degrees, approves and evaluates academic programs at the graduate level, ensures the quality of the graduate curriculum, and determines graduate academic credit.
- d. Voting members of the Graduate Curriculum and Academic Standards Committee are: five elected faculty members with Graduate Program responsibilities, one from each of the five academic areas (Arts and Humanities, Social Sciences, Natural Sciences, Business and Management, and Education and Leadership, the Registrar; and one graduate student selected on a rotating basis by program each year, and an academic Dean (without vote). Members from the CAS will be elected in odd numbered years; members from SEL and SBM will be elected in even numbered years. The recorder will be determined in consultation with the Human Resources Director. People who have had relevant expertise as required by the committee are invited to attend.
- e. The Graduate Curriculum and Academic Standards Committee meets at least once monthly during the academic year. The Committee schedules meetings in June and in August to address any student petitions needing consideration before the upcoming term or semester. The Chair is elected by the six voting faculty members of the Committee and serves a one-year term of office, beginning in the fall semester. In addition to duties throughout the academic year, the Chair also sets the agenda for the first meeting of the next academic year, convenes the meeting, and oversees the election of the new Chair. The Committee will freely augment its process by calling on members of the university community outside the Committee to serve on task forces, or to research, defend, or develop proposals and petitions.
- f. Major curriculum proposals coming before the Committee are discussed at a minimum of two separate Committee meetings before final actions are taken. The Committee follows procedures described elsewhere in the *Faculty Guide*:
 - (1) Regarding the process for reorganizing or terminating a major or academic program, see Appendix III.
 - (2) Regarding the process for reorganizing or terminating a major or academic program, see Appendix III.
 - (3) Regarding substantial change in a major or academic program, see Appendix III.
- g. Committee actions that pertain to issues of standards include reviewing and making recommendations of policies regarding graduate student academic standards, admission, retention, probation, dismissal, and readmission, and assuring that such policies reflect respect for human rights and integrity.
 - (1) Deciding borderline and appeal cases concerning admission, probation, dismissal and readmission of graduate students.
 - (2) Reviewing and making recommendations regarding policies related to the graduate advising system and their impact on academic standards.
 - (3) Reviewing and evaluating annually policies for awarding graduate transfer credit.

- (4) Reviewing and making recommendations of policies regarding graduate student academic standards, admission, retention, probation, dismissal, and readmission, assuring that such policies reflect respect for human rights and integrity.
 - (5) Initiating whatever action is necessary to fulfill its duties and responsibilities.
 - (6) Reviewing and making recommendations for policies and procedures for thesis/grant/capstone projects, standards for research, legal and ethical issues regarding research, and human subjects policy.
- h. Graduate Curriculum and Academic Standards Committee members are full-time faculty currently teaching in the represented Graduate programs/ departments. Terms are for two years, staggered as follows: beginning odd-numbers years: Counseling Psychology and Gerontology Department, MPA or MSM departments, and MM or MAE programs; beginning even-numbered years: Art Therapy Psychology, MBA, and Education Departments.
 - i. Committee representatives are expected to discuss major proposals with members of their Departments or Programs and with other faculty members at large before voting on such proposals in Committee. The representatives are to be accountable to the constituency which elects them. As a means of communicating Committee business, the minutes of each meeting are distributed to the Provost, the School Deans, Graduate Department Chairs, the President of the Faculty Senate, the Chair of the Undergraduate Curriculum Committee, the chair of the Undergraduate Academic Standards Committee, the Registrar, and other faculty members upon request.
6. Undergraduate Curriculum Committee
- a. The Undergraduate Curriculum Committee is the chief body for implementing the undergraduate curricular goals of the University. The committee reviews any pending decisions that may impact the curriculum and/or educational aims of the University. The Undergraduate Curriculum Committee will have joint meetings with the Graduate Curriculum and Academic Standards Committee as needed to define processes for the community curriculum policies/issues. Changes to curriculum which would significantly affect the following factors will be considered such community policies/issues: enhancement of learning, centrality to the mission and values, effective communication and participation, efficiency and fiscal responsibility. Such joint meetings will use a consensus style of decision-making.
 - b. The Undergraduate Curriculum Committee sets policy and requirements for general education and for baccalaureate degrees, approves and evaluates academic majors and programs at the undergraduate level, ensures the quality of the undergraduate curriculum, and determines undergraduate academic credit.
 - c. Voting members of the Undergraduate Curriculum Committee are: 5 elected faculty members, one from each of the five academic areas (Arts and Humanities, Social Sciences, Natural Sciences, Business and Management and Education and Leadership), one student representative elected by ASNDNU (who has completed sixty units of course work at the University by the time of taking office and has attained a cumulative GPA of at least 3.0) and a School Dean (without vote). Members from the CAS will be elected in odd numbered years; members from SEL and SBM will be elected in even numbered years. The Director of Community Based Learning may be invited to attend sessions of the Committee as need. An administrative coordinator from the School of Arts and Humanities will serve as recorder.
 - d. The Undergraduate Curriculum Committee meets at least once monthly during the academic year. The Chair is elected by the faculty members of the Committee and serves a one-year term of office, beginning in the fall semester. In addition to duties

throughout the academic year, the Chair also sets the agenda for the first meeting of the next academic year, convenes the meeting, and oversees the election of a new Chair.

- e. Major proposals coming before the Committee are discussed at a minimum of two separate Committee meetings before final action is taken. The Committee follows procedures described elsewhere in this *Faculty Guide*:
 - (1) Regarding the process for initiating a major or academic program, see Appendix III.
 - (2) Regarding the process for reorganizing or terminating a major or academic program, see Appendix III.
 - (3) Regarding substantial change in a major or academic program, see Appendix III.
- f. Committee representatives are expected to discuss major proposals with members of their Departments and Schools and with other faculty members at large before voting on such proposals in Committee. The representatives are to be accountable to the constituency which elects them. As a means of communicating Committee business, the minutes of each meeting are distributed to the Provost, the program leaders, the President of Faculty Senate, the Chair of the Graduate Curriculum and Academic Standards Committee, and other faculty members upon request.

7. Undergraduate Academic Standards Committee

- a. The Undergraduate Academic Standards Committee formulates guidelines for academic standards, student academic regulation, the learning environment, and learning- related services as specified below. The Undergraduate Academic Standards Committee will have joint meetings with the Graduate Curriculum and
- b. Academic Standards Committee as needed to define processes for University community academic standards policies/issues. Changes to academic standards which would significantly affect the following factors will be considered such community policies/issues: enhancement of learning, centrality to the mission and values, effective communication and participation, efficiency and fiscal responsibility. Such joint meetings will use a consensus style of decision-making.
- c. Members of the Undergraduate Academic Standards Committee are: the Vice President for Student Affairs, Director of Admission the Registrar, the International Student Advisor, one elected faculty member from each of the five academic areas (Arts and Humanities, Social Sciences, Natural Sciences, Business and Management, and Education and Leadership), one student representative elected by ASNDNU (who has completed sixty units of course work at the University by the time of taking office and has attained a cumulative GPA of at least 3.0), one appointed School Dean (without vote). Members from the CAS will be elected in odd numbered years; members from SEL and SBM will be elected in even numbered years. An administrative coordinator from the College of Arts and Sciences will serve as recorder.
- d. The Undergraduate Academic Standards Committee meets at least once monthly during the academic year. The Chair is elected by the elected faculty members of the Committee and serves a one-year term of office, beginning in the fall semester. In addition to duties throughout the academic year, the Chair also sets the agenda for the first meeting of the next academic year, convenes the meeting, and oversees the election of a new Chair.
- e. Duties of the Committee include:
 - (1) Reviewing and making recommendations of policies regarding undergraduate student academic standards, admission, retention, probation, dismissal, and readmission, and assuring that such policies reflect respect for human rights and integrity.
 - (2) Deciding borderline and appeal cases concerning admission, probation, dismissal, and readmission of undergraduate students.

- (3) Reviewing and making recommendations regarding policies related to the undergraduate advising system and their impact on academic standards.
 - (4) Reviewing and evaluating annually policies for awarding undergraduate transfer credit.
 - (5) Initiating whatever action is necessary to fulfill its duties and responsibilities.
- f. Committee representatives are expected to discuss major proposals with members of their School and Department and with other faculty members at large before voting on such proposals in Committee. The representatives are to be accountable to the constituency that elects them. As a means of communicating Committee business, the minutes of each meeting are distributed to the Provost, the Deans, Department Chairs and program leaders, the President of Faculty Senate, the Chair of the Graduate Curriculum and Academic Standards Committee, and other faculty members upon request.

8. Committee on Faculty Development

- a. The purpose of the Committee is to promote the use of resources inside and outside the University in order to foster the potential of each faculty member. Opportunities for development include, but are not limited to, salaried release time; funds for research; grants for specialized equipment; and faculty seminars.
- b. Members of the Committee are: five individuals elected by each of the five academic areas (Arts and Humanities, Social Sciences, Natural Sciences, Business and Management, and Education and Leadership), all for terms of two years. Members from the CAS will be elected in odd numbered years; members from SEL and SBM will be elected in even numbered years. The President of the Faculty Senate serves *ex officio* as a voting member. Membership is open to full-time faculty as well as those part-time faculty who have a minimum of two years' experience at the University. The Committee will elect its own Chair.
- c. Duties of the Committee include:
 - (1) Establishing guidelines regarding University grants and seed money for faculty use in development, research, and travel. Costs covered under these categories include purchase of materials, expenses for creative performances or productions, and those traveling expenses directly related to research but distinct from those for conferences.
 - (2) Recommending, approving, and supervising the dispersal of both restricted and unrestricted funds related to faculty development and research, overseeing faculty research policies and practices.
 - (3) Fostering workshops and seminars whose purpose it is to help develop the professional abilities of the faculty.
 - (4) Working with the Office of Development to help secure new resources that will promote faculty development. Faculty are also encouraged to seek funds that will promote their scholarly pursuits.
 - (5) Establishing the policies for and overseeing the selection of candidates to fill the Sister Catharine Julie Cunningham Chair.
 - (6) Initiating whatever action is necessary to fulfill its duties and responsibilities and recommending institutional changes and improvements needed to accomplish its aims.
- d. The Committee will meet at least once monthly and at other times at the request of its Chair. The President of the Faculty Senate will supervise the budget.

9. Education Committee

The official body for on-going review of candidates in Education programs is the Education Committee. The Committee is comprised of members of the School of Education and Leadership, plus two undergraduate faculty members familiar with teacher education who are appointed by the Dean of the School. It is a decision-making body that reviews Progress forms and final evaluations for all student/intern teachers. The Committee meets twice a semester: at mid-term and near the end of the semester.

B. Councils and Other Working Groups

Councils are advisory in nature. Policy is formulated in the appropriate council and is referred to the proper administrator or governance committee with final approval resting with the President.

1. President's Council

The President's Cabinet is composed of the senior administrators, the deans, the President of the Faculty Senate, the Chair of Staff Assembly, the President of ASNDNU, the Chair of Planning and Budgeting, and the Director of Institutional Research, and all departmental administrative managers. Its primary function is to disseminate and facilitate communication about issues, events, and activities among all constituencies of the University. It meets every other month, or more often as needed, at the call of the president.

2. Safety Council

a. The Council meets at least twice a semester to insure that safety activities are an integral part of operating policies and procedures and a function of operation. This Council advises on policy related to all federal and state safety codes. Including OSHA and Worker's Compensation law, the Americans with Disabilities Act (Title 503, 504 of Rehabilitation Act) and any safety regulations followed in the institution, e.g., hazardous waste disposal and environmental safety. This Council will advise the President through its Chair.

b. Following are the members of this Council:

- (1) Vice President for Student Affairs, Chair.
- (2) Director of Facilities.
- (3) Human Resources Representative.
- (4) Public Information Representative.
- (5) Director of Housing Operations.
- (6) One representative from ASNDNU.
- (7) Environmental Safety Officer.
- (8) Supervisor, Campus Security
- (9) Switchboard Operator
- (10) Director of Health Services

3. Student Affairs Council

a. The purpose of the Student Affairs Council is to address the non-academic concerns/issues of students and make recommendations on matters of co-curricular initiatives. The Council serves as an advisory to the Vice President for Student Affairs.

b. The membership of the Council is comprised as follows:

- (1) Vice President for Student Affairs, Chair.
- (2) Director of Student Life.
- (3) One Student Affairs staff member selected annually by the Division.
- (5) One representative from office of Academic Affairs selected annually
- (6) Two elected full-time faculty or senior lecturers from Faculty Senate.
- (7) Two students appointed annually in the fall by ASNDNU; the appointment should reflect both the traditional and non-traditional student.

- c. The responsibilities of the Student Affairs Council include:
- (1) Facilitating communication among the Office of the Vice President for Student Affairs, faculty, staff, and students.
 - (2) Identifying and promoting initiatives which further curricular/co-curricular programs and issues which are matters of social justice for our students.
 - (3) Receiving from ASNDNU, Faculty Senate, and Staff Assembly ideas, suggestions, or proposals which will enhance the quality of student life.
 - (4) Assuring that intercollegiate athletics is in accord with the educational mission of the University.

4. Council on Diversity

- a. In the spirit of the Notre Dame de Namur University Statement on Diversity, the specific goals of the NDNU Diversity Council are to: maintain the principles expressed in the Diversity Statement, advise the President on all matters and issues of diversity, facilitate and promote ongoing opportunities for campus-wide discussion relating to diversity, offer educational programs that reflect pluralistic values, create an environment which fosters behaviors that model and appreciation of diversity, report annually to the University constituency on work of the council and progress made toward stated goals, and revise stated goals as needed.
- b. The Council on Diversity meets regularly during the academic year to advise the President on ways to implement a comprehensive program for the development of a multi-racial, multi-cultural college community. To this end the Council will:
- (1) Document and evaluate current policies and practices regarding multi-cultural aspects of NDNU life and their consequences on under-represented populations at the University;
 - (2) Design strategies to introduce or support comprehensive systems to promote minority representations at the University; and
 - (3) Make proposals with appropriate budget requests to the President and Governance Board where there is perceived to be a mismatch between mission and policy, between policy and practice, and/or between practice and consequences.
- c. The membership of the Council will represent a wide spectrum of constituencies at Notre Dame de Namur University amongst faculty, staff, and students. One member may represent several groups. Groups to be represented include:
- (1) Provost, Chair
 - (2) Faculty Senate
 - (3) Staff Assembly
 - (4) Financial Aid Office
 - (5) Admission Office
 - (6) Human Resources Office
 - (7) Facilities
 - (8) Advancement Office
 - (9) Administration
 - (10) Undergraduate Day Programs
 - (11) Intensive Evening Degree Programs
 - (12) Graduate Programs
 - (13) Alumni
 - (14) ASNDNU (three representatives)

- d. Membership for faculty and staff will be for two years, renewable if desired, and one year for students, renewable for one year. Individuals who express interest in serving on the Council will be invited to join as spaces become available. Once a candidate has accepted the Chair's invitation to join, his or her name will be referred to the President for official appointment.
- e. The Chairperson is appointed by the President.

5. Technology Advisory Council (TAC)

- a. TAC is the forum in which academic and administrative information technology policies and procedures are reviewed and recommended for consideration by the Senior Administrators, the Planning and Budgeting Committee, and the President of Notre Dame de Namur University. TAC is co-chaired by the Assistant Provost and the Vice President for Administration, who share oversight of information technology at the University. Additional council members include the Vice-President for Student Affairs, the Library Director, four faculty members, and two administrative/staff members. Faculty and staff appointments are for one year.
- b. The specific responsibilities of TAC will include:
 - (1) Facilitate the development of the technology annual action plans, annual assessments, and revisions in the strategic plan as it relates to technology.
 - (2) Solicit department technology plans and related technology requests.
 - (3) Prioritize capital requests as they relate to the University's strategic plan and annual action plans.
 - (4) Survey "best practices" in technology use and implementation at other institutions to inform recommendations for technology at NDNNU.
 - (5) Solicit input from the University's community to assist in the planning process and to inform the community at large.
 - (6) Recommend information technology policies to the President.
- c. The Council may convene *ad hoc* task forces to gather information and develop recommendations on specific issues. Membership on the task forces may be drawn from TAC and may include participants who are not regular members.

6. Community-Based Learning Council

- a. The Community-Based Learning Council aims to support and facilitate a vibrant and pervasive community-based learning curriculum and co-curriculum to help advance NDNNU's core values. It promotes the University's civic engagement and the education of students as both present and future community leaders.
- b. Among its specific responsibilities are:
 - (1) Support the existing curricular and co-curricular community based learning Initiatives developed by faculty and staff, including community immersion projects, the campus-wide Community Service Day, and numerous courses and Research projects across the disciplines.
 - (2) Provide resources on curriculum development to faculty members who already teach or would like to teach community based learning courses, including workshops, announcements of related conferences, and a library of related to civic engagement, experiential education, and field based learning.
 - (3) To provide a clearing house of information to faculty, staff, undergraduate, intensive and graduate students about opportunities for involvement and partnerships with various public, private, grass roots and governmental organizations.

7. Planning and Budgeting Committee

The Planning and Budgeting Committee (PBC) is the central body that guides the University through the Planning Cycle and the Budgeting Cycle. It uses the work of the Environmental Scanning and Futures Research Committee (the Scanning Committee) and interaction with other constituencies on campus as the basis for writing the major planning and major budgeting documents each year.

The President of the University is the Chief Planning Officer of the College. The President appoints PBC participants, designs the annual charge to PBC, and receives the recommendations and reports of PBC from the Chair of the Committee as set forth in the Calendar.

- a. Within the University budgeting cycle PBC's purpose is annually (1) to translate NDNU's strategic plan into specific strategic and operating budget allocations; (2) to prepare an Annual Implementation Calendar; (3) to follow through on priorities among Strategic Directions and their Implementing Objectives by developing and recommending three annual budgets: a contingent case, an expected case and an aspirant case; (4) to review Annual Action Plans and ensure the systematic introduction of any changes in the budget that are required to implement the Action Plans; (5) to identify and allocate financial resources to fund the phasing-in of priority strategic actions; (6) to generate and refine a priority list of "fundraising needs" for the use of the President and Board in determining major campaign directions; (10) to review, discuss, and recommend to the President the major Strategic and Operating Budget Documents prepared according to the Calendar by the VP for Administration; (3) to secure continuing "buy-in" for the budgeting process and (12) to monitor the effectiveness of the budgeting process on a continuing basis and recommend improvements to the Vice President for Administration.
- b. Membership of the Planning and Budgeting **Councils are** established annually on May 15. The Faculty Senate, Staff Assembly, and ASCND select members for some positions, and the President makes formal appointments by May 15. All members are voting members.

Faculty Elected: **5 members**, representing each of 5 academic area (2 year terms) CAS members elected in odd years, SBM and SEL in even years

Staff Elected: 1 member (1 year term)

Staff/Faculty Appointed: 1 member (appointed by the President)

Student Representative: 1 member (selected by ASNDNU)

Ex Officio: Faculty Senate President, Provost, VP for Administration, the VP for Student Affairs.

8. Environmental Scanning and Futures Committee

- a. The purpose of the Scanning and Research Committee is to work on Futures Scanning and Research for the PBC and annually (1) conduct periodic Stakeholder reviews ("Stakeholders" are defined as all those who have a personal stake in NDNU, and they include both internal and external constituencies); (2) study and monitor perceived external opportunities and threats facing NDNU with specific attention to political, economic, social, and technological trends, forces and factors, and to conduct an analysis of the strengths and weaknesses to determine the strategic issues which will affect NDNU in the foreseeable future; (3) review and comment to the PBC on established priorities among the various Strategic Directions; (4) study market conditions with specific attention to the image of the University among various stakeholders, prospective students, alumnae satisfaction, fundraising campaigns, job opportunities and employment trends; NDNU Core Values, Future scenarios; (5) fulfill the requests of the PBC for additional scanning or data; (6) interact with the Northern California Consortium in leading the design of a scanning function for the several colleges and universities; (7) collaborate with the PBC to communicate the scanning and research outcomes to the wider NDNU community.
- b. Scanning and Research Committee membership will be established annually on May 15. The Faculty Senate, Staff Assembly and ASNDNU select members for some positions, and the President makes formal appointments by May 15. All members are voting members.

Faculty Elected: 2 elected by the faculty

Faculty Appointed: 2 appointed by the President
 Staff Elected: 2 appointed by the President after election by the Staff
 Staff Appointed: 2 appointed by the President
 Ex-Officio: the Chair of the Planning and Budget Committee
 Student Representative: 1 appointed by the President after recommendation by ASNDNU

IV. Procedures for Selection of Representatives to Committees and Councils

1. Eligibility for Voting for and Serving on Committees and Councils

- a. Committee on Rank and Tenure: Five faculty are elected at large by the full-time (phased-retirees are considered full-time faculty) teaching faculty and senior lecturers from among those full-time teaching faculty who have attained the rank of Assistant Professor and have served at least two years full-time at Notre Dame de Namur University, and will not be eligible for promotion or tenure during the term of office. Only one of the five faculty serving on the Committee may be non-tenured. Each faculty member is elected for a two-year term and may serve for no more than two consecutive terms. After an absence of one term s/he is again eligible for election.
- b. Committee on Faculty Grievances: The Committee is composed of five active members and three alternate members, elected at large, none of whom can be a member of the Committee on Rank and Tenure. All eight members of the Committee on Faculty Grievances are full-time or senior-lecturer faculty members who are elected by the full-time and senior-lecturer faculty for staggered two-year terms. An active member serves in all regular activities of the Committee unless deemed disqualified for bias or interest in a particular case. An alternate member serves solely for a designated grievance or dismissal case.
- c. Committee on Scholarships and Grants-in-Aid: Two members of the faculty are elected by members of the Faculty Senate to two-year staggered terms.
- d. Undergraduate Curriculum Committee: The full-time and part-time faculty of each of the four Schools will elect 1 representatives from each School from among the full-time faculty currently teaching in undergraduate departments. A fifth faculty member will be elected "at large. Terms are for two years.
- e. Committee on Undergraduate Academic Standards: Each of the four Schools, will elect one of its own representatives, at its discretion, from among the full-time faculty; a fifth faculty will be elected "at large." Terms will be for two-year terms.
- f. Graduate Curriculum and Standards Committee: The full-time and part-time faculty of each of the four schools will elect one representative from each School from among the full-time faculty currently teaching in graduate programs. A fifth faculty member will be elected "at large." Terms are for two years. ~~Graduate Curriculum and Academic Standards Committee members are the Graduate program Department Chairs/Program Directors (or their designees) [ref. III.A.5.d above].~~
- g. Committee on Faculty Development: Four faculty will be elected, one from each School; a fifth faculty member will be elected "at large: term of service will be for two years. Full-time as well as part-time faculty who have a minimum of two years experience at the University are eligible for election. Term of office is concurrent with the academic year and will not extend into the summer.
- h. Student Affairs Council: Two full-time faculty members or senior lecturers selected by the full-time faculty and senior lecturers for two-year staggered terms.
- i. Planning and Budgeting and Scanning Committees: One member from each School will be elected to the PBC from among the full-time faculty. Currently, 2 elected faculty and two appointed faculty serve on the Scanning Committee.

- j. Community-Based Learning Council: All faculty members are eligible to serve on a volunteer basis.

IV. Procedures for Elections and Appointments

A. Committees and Councils

- a. Elections and appointments are coordinated by the Faculty Senate Nominations, Elections, and Appointments Committee, which consists of three faculty members appointed by the Executive Committee of the Faculty Senate.
- b. All full-time faculty should be expected to participate in two committees or councils each year, unless the faculty member is engaged in other institutional, county, or state activities.
- c. All nominations, both faculty-wide and departmental, will be initially made through a self-nomination format. Each year an interest form will be filled out by faculty indicating their first, second, and third choices of elected and/or appointed offices. Any full-time faculty member who does not return a preference form is eligible to be nominated to any office.
- b. All elections are decided by a simple plurality vote of those faculty members voting. Run-off elections are held only in the case of tie votes.
- c. After elections have taken place and committee and council appointments have been made, a list will be generated of those who remain unassigned and available for additional committees or councils as needed.
- d. For each election and appointment, the runner up is a standby member, ready to replace any member who goes on leave, resigns, or gives up his or her post for any other reason. The election results, including the names of those elected and the runner-up for each position, are kept on file in the office of the Faculty Senate President.
- e. The time frame for election and appointment procedures is as follows:
 - (1) January: The election process and timeline are announced; preference forms, a list of open elected and appointed offices, and eligibility requirements are distributed to faculty members.
 - (2) February: Preference forms are returned to the Faculty Senate Nominations, Elections, and Appointments Committee; the Committee analyzes responses and in consultation with the Faculty Senate Executive Committee prepares and verifies the ballot for elections.
 - (3) March: The ballot is distributed to faculty; the ballot is returned to Committee; run-off elections are held if necessary; election results are confirmed and reported to the Faculty Senate; a list of interested and/or unassigned faculty is distributed to those responsible for appointments and divisional elections.
 - (4) April: Remaining election results and appointments are reported to the Committee; a preliminary list of all committee and council selections is compiled and distributed to faculty.

B. Procedures for Selection of Faculty Member to the Board of Trustees

The Board of Trustees will elect a member of the faculty nominated by the Faculty Senate for a three-year term as a non-voting member of the Board. The Faculty Senate President shall be the nominee. The Faculty Senate should forward the name and background information on its candidate to the Nominating Committee at least two weeks before the October Board of Trustees meeting. It

is recognized that there may, from time to time, be matters to be considered by the Board in executive session, at which time the faculty nominee would be excused.

1. Selection of Faculty Representatives to Board of Trustees Committees

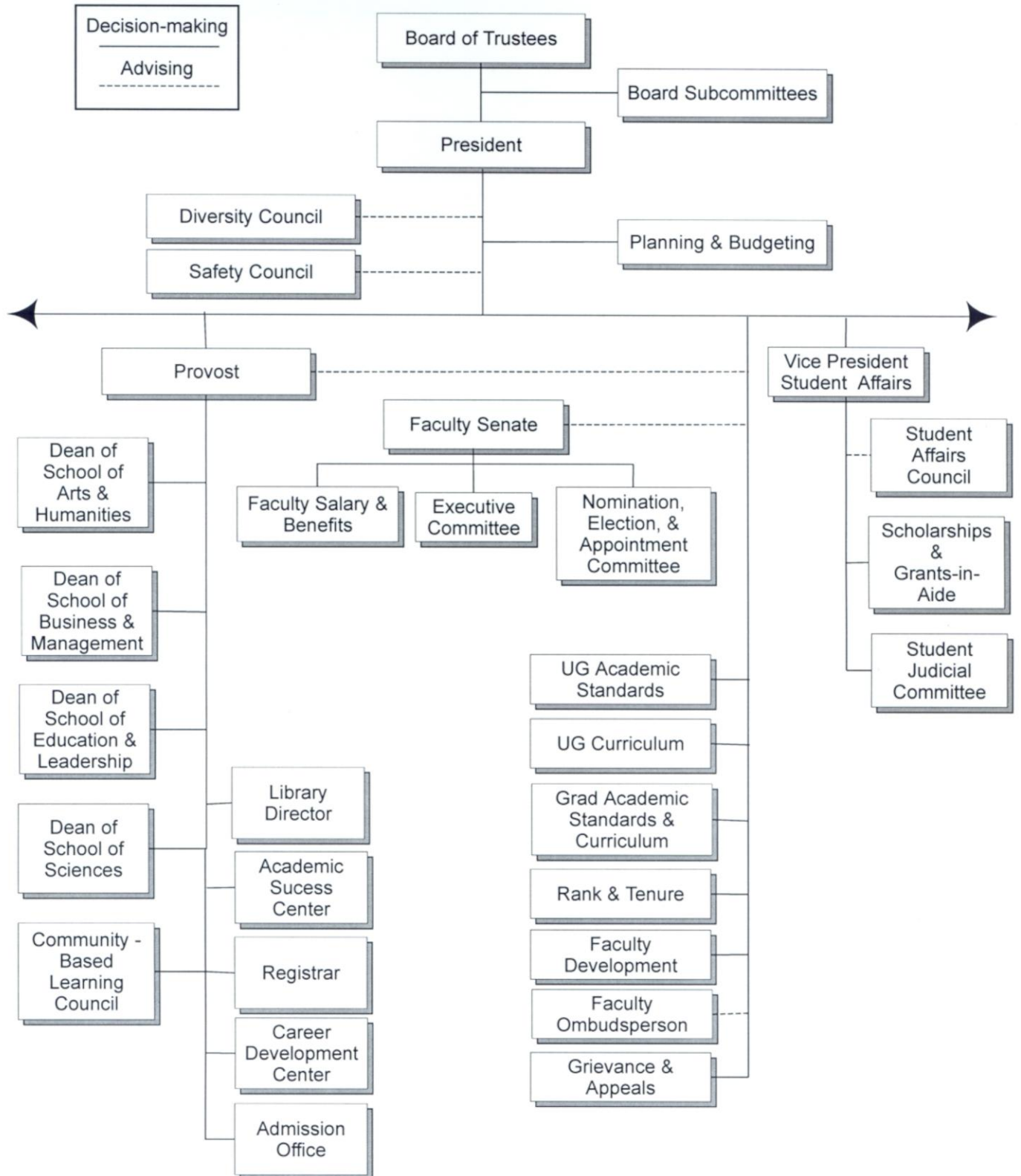
- a. The Board of Trustees may authorize the selection of faculty members to serve as faculty representatives on Board standing and *ad hoc* committees as they see fit. These faculty representatives are in addition to any SND faculty members who serve as Sister Trustees on the Board. As of the current *Faculty Handbook*, the Board of Trustees standing committees with faculty representatives are:

- (1) Academic Affairs Committee.
- (2) Audit Committee.
- (3) Development Committee.
- (4) Finance and Investment Committee.
- (5) Mission Committee.
- (6) Student Affairs Committee.
- (7) Building Committee.

Faculty do not serve on the Board Executive Committee or the Membership Committee.

- b. Faculty representatives to Board of Trustees standing and *ad hoc* committees are selected by the following process: Faculty members may recommend appointees (including themselves) by sending nominations in writing to the Faculty Senate President. The Faculty Senate Executive Committee will review the nominations and rank the most-qualified nominees in the order in which they should be offered the positions. The Faculty Senate President will discuss possible appointment with one or more of the nominees in the determined order until the appointments are completed.

Appendix I: Academic Organizational Structure Chart



Academic Organization Notre Dame de Namur University

This review process for academic organization applies to creating, dissolving, restructuring, and renaming colleges, schools, or departments. It also applies to reassignment of departments to a different college/school or moving a program to departmental status. Creating, modifying, or discontinuing a program follows the curricular process outlined in the *Faculty Handbook*.

Formal proposals for organizational structure within academic affairs shall follow the following review and approval process. Requests for changes in degree or program titles shall follow the university's current process for curricular processing/approval.

Criteria for Submission

Proposals shall include, at a minimum, the following elements and be presented using the template below. It is expected that proposals normally shall not exceed three pages in length.

- Description of the proposed organizational structure
- Description of the involvement of other groups or individuals in the development and review of the proposal
- Impact on other academic units, curriculum, faculty status (tenured/non-tenured positions), enrollment, and other academic elements
- Rationale, including benefits of the proposed structure and how advances NDNU mission, strategic plan, and/or academic plan
- Budget: anticipated costs of implementation (including facilities, faculty, staff, salaries/benefits, operations)
- Other issues unique to the specific proposal

Determination of Abbreviated or Full Review

The provost shall send a notification of the receipt of a request for an organizational change via e-mail to the campus community. The purpose is to ensure widespread awareness of the request and an opportunity for campus members to provide their perspectives as to whether the proposal merits an abbreviated or full review. The Council of Deans shall review the proposal and recommend to the Provost the appropriate review process. The appropriate dean will communicate the decision of the process to be initiated.

Abbreviated Review

If a proposal is for an organizational structure that affects departments/units *within* one college/school, the following review process shall occur:

1. Department Chair (s) within a college/school (recommendation)
2. Dean, in consultation with appropriate stakeholders within the college (recommendation)
3. Faculty Senate with referral to committee as appropriate (information or recommendation, at its discretion)
4. Planning Council (recommendation)
5. Provost (approval)

Full Review

If the proposal is for an organizational structure that affects departments/units *outside* the college/school, the following review process shall occur:

1. Dean (s) of the college/school in which the proposal originated (recommendation)
2. Council of Deans in consultation with department chairs within their schools/colleges (recommendation)
3. Faculty Senate with referral to governance committees as appropriate (recommendation)
4. Governance committees, including Rank and Tenure Committee (recommendations to Faculty Senate Chair)
5. Faculty Senate (recommendation to President's Council)
6. Planning Council (recommendation)
7. President's Council (recommendation)
8. Provost (approval)

Procedures

When the proposal is being reviewed by the various committees, the proposer and the dean shall be invited to attend the meeting to address the proposal. Each level of review shall forward its recommendation for approval or disapproval to the Provost, along with a brief explanation for the recommendation.

As part of the deliberative process, the Provost may require the proposers to hold at least one open forum where individuals may express opinions about the proposal. Announcement of the open forum shall be made well enough in advance to ensure adequate notice and attendance.

Timeline for Review

The review process shall be conducted during the academic year (excluding summer term review) in order to ensure appropriate campus participation. The proposal shall be reviewed and a decision made no longer than four months after a complete proposal has been received. If revisions to the document are required, additional information is requested, or the proposal is complex with high impact, the review process may extend longer than normal.

Final Approval

The Provost, with delegated authority from the President, shall have final authority to accept/reject the proposal for academic organization.

APPENDIX II: NDNu Faculty Governance Structure At-A-Glance

POSITIONS	ELIGIBILITY	No. OF POSITIONS	Elected by SCHOOLS	Elected at LARGE	TERM
I. ELECTED POSITONS		41	16	25	
1. Senate President	FT/PT/SL Faculty	1		1	3 years
2. Senate Vice-President	FT/PT/SL Faculty	1		1	3 years
3. Senate Sec./Treasurer	FT/PT/SL Faculty	1		1	1 year
4. Rank and Tenure	FT Faculty	5		5	2 years
5. Faculty Development	FT/PT Faculty	5	4	1	2 years
6. Faculty Grievance	FT Faculty	5 active/3 alternate		8	2 years
7. Scholarships/Grants	FT/PT/SL Faculty	2		2	2 years
8. Student Affairs Council	FT/SL Faculty	2		2	2 years
9. Student Judicial Council	FT/SL Faculty	2		2	2 years
10. Undergrad Curriculum	FT (4 yrs. Experience)	5	4	1	2 years
11. Undergrad Standards	FT (4 yrs. Experience)	5	4	1	2 years
12. Grad Curr./Standards	Grad Program Directors	n.a.	n.a.	n.a.	n.a.
13. Planning & Budgeting	FT Faculty	4	4	0	2 years
14. Scanning Committee	FT/PT Faculty	4 (2 appointed)		2	2 years
II. APPOINTED and/or VOLUNTEER POSITIONS		49+			
1. Governance Board Comm.	FT/PT Faculty	7			1 year
2. Senate Elections, etc.	FT/PT Faculty	3			2 years
3. Senate Salaries/Benefits	FT/PT Faculty	4-5			2 years
4. Diversity Council	FT/PT Faculty	4			2 years
5. Education Committee	Education Faculty	2 Appointees from Faculty-at-large			2 years
6. Tech Advisory Comm. (TAC)	FT/PT Faculty	up to 5			2 years
7. Retired Faculty Liaison	FT Faculty	1			Unlimited
8. Ombudspersons (Faculty & Student)	FT Faculty	2			2 years
9. Sex. Harassment Invest. Panel	FT/PT/SL Faculty	2			1 year
10. Facilities Planning	FT/PT/SL Faculty	1			1 year
11. Community Based Learning	FT/PT/SL Faculty	1 +			Unlimited
12. Faculty Marshall	FT Faculty	1			Unlimited
13. Honor Society Advisors	FT Faculty	5			Unlimited
14. Safety Council	FT Faculty	1			Unlimited
15. Institutional Review Board	FT Faculty	6			Unlimited
16. Animal Care/Use Board	FT Faculty	1			Unlimited
17. Orientation Committee	FT/PT/SL Faculty	3			Unlimited

KEY: FT = Full-time Faculty
 PT = Part-time Faculty
 SL = Senior Lecturer

NOTE: Ad hoc Working Groups may be temporarily constituted as needed

Appendix III: Initiating or Terminating Academic Programs

A. Initiating a New Undergraduate Major or Graduate or Undergraduate Program

1. Sequence for Decision-Making

Generally, the following steps will be followed when considering a new program:

- c. The program proposer will meet with the appropriate faculty and staff members prior to formal submission to the Graduate or Undergraduate Curriculum Committee. These personnel might include School Deans, Department Chairs, Program Directors, faculty members, and support staff.
- d. The program proposer will prepare a proposal document addressing the criteria noted below and submit it to the appropriate Curriculum Committee.
- e. The committee will examine the proposal in its entirety. If data regarding some criteria are clearly missing, the proposal will be returned to the proposer for further information. Otherwise, the committee will consider those criteria with which it has expertise and send its recommendation regarding the proposal to the appropriate Dean who will forward her recommendation to the Provost.
- f. The Provost will consider all aspects of the proposal. If she finds that the proposal fulfills all the criteria, she will send her recommendations to the President. If she find that some of the criteria are not fulfilled, she will send the proposal back to the committee or the program proposer.
- g. The President will consider the proposal. If he supports the proposal, he will send this recommendation to the Governance Board.
- h. The Governance Board will consider the proposal. If it supports the proposal, implementation of the new program can begin according to the stated timeline.

2. Criteria for Evaluation

A proposal for a new program should address the criteria noted below. The format of the document should consider each of the ten sections in order (questions 2-a through 2-j). Within each section, detailed answers to the general question should be provided in any format desired. The information suggested in the subsections should be provided if relevant to the particular program.

a. Need

What evidence supports the inclusion of the program?

- (1) Student inquiries.
- (2) Local competition.
- (3) National trends.

b. Purpose

What are the objectives of the program?

- (1) Relationship of purpose to need.
- (2) Relationship of program to University aims and mission.

c. Benefits

How will the program contribute to the University ?

- (1) Benefits to individuals.
- (2) Contributions to departmental/school objectives.
- (3) Enrollment potential.

(4) Qualitative and quantitative contributions.

d. Description

The proposed program should be described in detail. Criteria to be used in evaluating the success of the program should be set forth clearly; a plan for evaluation of the program, and for its continuance or termination should be included. Curricular proposals should include the following:

- (1) Titles and descriptions of required and elective courses.
- (2) Sequence of classes over a two-year period.
- (3) New courses identified and justified.
- (4) Courses that can be cross-listed or used in other programs.
- (5) Interdepartmental or interdivisional courses.
- (6) Learning activities outside the traditional classroom setting.

e. Activities

What is the time line for initiating, implementing, and evaluating the program?

- (1) Plans for publicizing the program (see also Marketing, below).
- (2) Methods for evaluating the program for continuance or termination.

f. Facilities, Equipment, and Materials

What physical setting, hardware, and software will be needed for the program?

- (1) Facilities, equipment, and materials currently available.
- (2) Facilities, equipment, and materials to be added or modified.
- (3) Impact of the program on current uses of facilities, equipment, and materials.

g. Staff

What personnel will be needed for the program?

- (1) Qualifications and responsibilities of personnel needed for the program.
- (2) Faculty and staff currently available.
- (3) Faculty and staff to be added or reassigned.
- (4) Impact of the program on current assignment of faculty and staff.

h. Impact

What demands on the other areas of the University will result from the program?

- (1) Other academic Departments and/or Schools.
- (2) Library and other learning resource centers.
- (3) Office of Admission.
- (4) Registrar's Office.
- (5) Advising and counseling services.
- (6) Financial aid services.

i. Budget

How will the program be financed?

- (1) Revenues from tuition and fees.
- (2) Other revenues resulting from the program.
- (3) Costs for personnel, facilities, equipment, and materials.
- (4) Other costs resulting from the program.

j. Marketing

How will the program be marketed?

- (1) What marketing strategies are required?
- (2) Who will be responsible for marketing?
- (3) What is the marketing timetable?

(4) What are the anticipated costs?

B.. Process for Reorganizing or Terminating a Major or Academic Program

1. When an individual or group wants to propose the reorganization or termination of a major or academic program (hereafter referred to as "program"), that person or group will present to the Graduate Curriculum and Standards Committee or the Undergraduate Curriculum Committee a document addressing the criteria set forth below, after consultation with faculty directly responsible for and involved in the program.
2. The appropriate Committee will review, publicize, and seek opinions and advice from interested faculty, administrators, and outside sources, before making a recommendation to the Provost for forwarding to the President. Criteria to be considered when calling for the reorganization or termination of a program are:
 - a. That there is no longer a need for the program.
 - b. That the program no longer conforms to the aims or mission of the University.
 - c. That the program has limited enrollment and little potential for future growth.
 - d. That the program has become an economic liability.
 - e. That the resources of the program (faculty, facilities, budget) could be better utilized.
 - f. That discontinuance of the program would not have an adverse impact on other programs at the University.
 - g. That the benefits which would accrue to the University upon reorganizing or terminating the program clearly outweigh the benefits of retaining the program.
3. If the appropriate Committee and the President decide that a program meets the criteria set forth above and should be reorganized or terminated, the following actions will result:
 - a. With regard to reorganized programs:
 - (1) A program is in the process of reorganization if, in the opinion of the appropriate Committee, there is evidence that the resources of the program could be better utilized and thereby attract a larger number of students if the program were reorganized.
 - (2) Students and faculty are advised in advance of the beginning date of the period of reorganization for the program. The date of reorganization begins on the day that the President formally accepts the Curriculum Committee's approval.
 - (3) Students currently enrolled in the program are advised of the University's ' commitment that they will be able to complete their courses of study while the program is in the process of reorganization.
 - (4) The University *Catalog* and admission publications will continue to include information about the program during the period of reorganization, together with a note that the final status of the program will be announced after the process of reorganization is completed. In the meantime, students can be accepted into the University with the understanding that the ultimate structure or availability of the program cannot be guaranteed at the time of acceptance.
 - (5) Faculty responsible for reorganizing the program will be expected to develop a proposal for reorganization within a time limit of six months following the beginning date of the period of reorganization. The proposal will be submitted to the appropriate Committee, following the Process for Initiating a Major or

Academic Program as specified in part III, section I-N, in this *Faculty Guide*. This results in treatment of the proposal as a new program and involves an assessment of need, purpose, benefits, description, activities, facilities, staff, impact, and budget. The appropriate Committee may waive the requirement for assessing some of these criteria if, in the opinion of the Committee, some aspects of the proposed reorganized program are identical with the original program.

- (6) If a proposal for a reorganized program is approved by the appropriate Curriculum Committee and the President, the program will be announced as 'reorganized' and the process is completed.
 - (7) If a proposal for a reorganized program is not approved by the Committee and the President, the program will be announced as "terminated."
- b. With regard to terminated programs:
- (1) A program is terminated if, in the opinion of the Curriculum Committee, there is little or no likelihood that the program might be reorganized or reinstated into the University curriculum in the future.
 - (2) Students and faculty are advised in advance of the effective date of the termination of the program.
 - (3) Students currently enrolled in the program are advised of the University's commitment that they will be able to complete their courses of study within a time limit of three years following the effective date of the termination of the program.
 - (4) The University *Catalog* and admissions publications will not include information about the terminated program.
 - (5) Future reinstatement of the terminated program will require petitioning the appropriate Committee, following the Process for Initiating a Major or Academic Program as specified in part III, section I-N, in this *Faculty Handbook*. This results in treatment of the proposal as a new program and involves an assessment of need, purpose, benefits, description, activities, facilities, staff, impact, and budget. The appropriate Committee may waive the requirement for assessing some of these criteria if, in the opinion of the Committee, some aspects of the proposed program are identical with the terminated program.

B. Notre Dame de Namur University Teach-Out Policy for Program Discontinuance

The policy for *Initiating or Terminating Academic Programs* at Notre Dame de Namur governs the process for the discontinuance of an academic program. This *Teach-Out Policy for Program Discontinuance* becomes effective when the decision has been made to discontinue an academic program. Its purpose is to ensure that students enrolled in a terminated program receive written and timely notification and are provided alternatives for completing the program in a specified period of time.

When a Teach-Out action is required, the University and Board of Trustees shall consider the following options:

1. NDNU teaches out currently enrolled students; no longer admits students to programs; and terminates the program after all students (who meet the requirements described below) have graduated.
2. NDNU enters into a formal contract with another institution to teach out students currently enrolled in the academic program.

Only those students who maintain continuous enrollment during the teach-out period shall be guaranteed the opportunity for program completion. Students who do not meet university and program academic standards, are not continuously enrolled in accordance with university regulations, and do not comply with teach-out conditions shall not be guaranteed program completion.

Teach-Out Agreements

A teach-out agreement is defined as a written agreement between NDNU and one or more institutions that provide an avenue for students to complete the program, either through an on-site program or via mediated instruction.

NDNU shall enter into an agreement with a teach-out institution that is accredited by a regionally/nationally recognized accrediting agency and that has the necessary experience, resources, and support services to provide an educational program of comparable quality and similar in content to that provided by NDNU.

Effective Date

This teach-out policy shall become effective upon approval by the Board of Trustees. Students enrolled in a teach-out program prior to the approval of this policy shall adhere to the conditions that govern program completion.

C. Substantial Change in a Major or Academic Program

1. Substantial change in a major or academic program requires approval by the Graduate Curriculum and Standards Committee or Undergraduate Curriculum Committee, as appropriate. Change in a major or program is considered substantial when one or more of the following occurs:
 - a. A required course is to be added or deleted from the major or program. (This policy does not apply to replacing a required course with another course.)
 - b. The total number of units required for the major/program is to be increased or decreased.
 - c. Modifications to the major/program are proposed that will increase economic cost of the program (e.g., costs for personnel, facilities, equipment, and materials).
 - d. Modifications to the major/program have an adverse impact on another area of the University (e.g., other academic majors/programs).
2. If there is a matter of urgency associated with a proposed change (e.g., change mandated by an external agency), the Department Chair or Program Director should bring the matter to the attention of the Chair of the appropriate Committee.

D. **Notre Dame de Namur University Teach-Out Policy for Program Discontinuance**

The policy for *Initiating or Terminating Academic Programs* at Notre Dame de Namur governs the process for the discontinuance of an academic program. This *Teach-Out Policy for Program Discontinuance* becomes effective when the decision has been made to discontinue an academic program. Its purpose is to ensure that students enrolled in a terminated program receive written and timely notification and are provided alternatives for completing the program in a specified period of time.

When a Teach-Out action is required, the University and Board of Trustees shall consider the following options:

1. NDNU teaches out currently enrolled students; no longer admits students to programs; and terminates the program after all students (who meet the requirements described below) have graduated.
2. NDNU enters into a formal contract with another institution to teach out students currently enrolled in the academic program.

Only those students who maintain continuous enrollment during the teach-out period shall be guaranteed the opportunity for program completion. Students who do not meet university and program academic standards, are not continuously enrolled in accordance with university regulations, and do not comply with teach-out conditions shall not be guaranteed program completion.

Teach-Out Agreements

A teach-out agreement is defined as a written agreement between NDNU and one or more institutions that provide an avenue for students to complete the program, either through an on-site program or via mediated instruction.

NDNU shall enter into an agreement with a teach-out institution that is accredited by a regionally/nationally recognized accrediting agency and that has the necessary experience, resources, and support services to provide an educational program of comparable quality and similar in content to that provided by NDNU.

Effective Date

This teach-out policy shall become effective upon approval by the Board of Trustees. Students enrolled in a teach-out program prior to the approval of this policy shall adhere to the conditions that govern program completion.

E.

APPENDIX IV. Research and Development Process for Pilot Projects

I. Guideline for Proposal Development

- A. Program/proposal initiation is encouraged among all academic departments and divisions of the University. Faculty are encouraged to consider proposals that are collaborative among colleagues and that have the potential to extend our outreach into the Peninsula. In advance of proposal submission, faculty should be encouraged to seek assistance of the External Scanning Committee.

Proposals that show promise of expanding enrollment and outreach into the regional community and that are congruent with our mission are encouraged. Proposals may have some element of risk or venture to them but, in the assessment of the developer, show elements of promise and potential. Because NDNU is trying to develop its innovative capacity, proposals should emphasize ability to implement the initiative in an expedited timeline.

The proposal need not be lengthy to address the necessary elements. You may submit a proposal at any point during the calendar year for review as the Planning and Budgeting Committee meets regularly throughout the year.

- B. When preparing the budget, include costs for preparation in the development stage (e.g., release time for faculty work) as well as costs in implementing the proposal. As far as possible, make budget estimates for the non-personal

Costs such as classroom space rental, equipment, marketing/promotion in both the development and implementation Stages. Estimates of enrollment potential and income should be included in evaluating the proposal.

Proposals should be sent to the Provost, who will assume the responsibility for bringing proposals to the Planning and Budgeting Committee for review. Proposals should be reviewed for response by the home academic department or Program and by the appropriate Dean(s) prior to submittal. A copy of the proposal should be sent to the appropriate Curriculum Committee for its information at the time of submission to the Provost.

The proposal should briefly describe:

1. Intended program concept, including relationship to Mission (1 page maximum)
 2. External Scanning data (as an attachment)
 3. Projected estimated enrollment market for (a) the pilot year(s); extended years
 4. Implementation timeline
 5. Budget
 6. Implementation plan
 7. Marketing plan
 8. Personnel involved
- C. At the conclusion of the implementation cycle(s) the faculty in charge of the program should prepare a report evaluating the project. The evaluation report should review quantitative matters (costs, revenue, enrollment) as well as give a narrative on the experience from planning to implementation. The evaluation should also include a recommendation for disposition. This report will be reviewed by the PBC with copies to the Curriculum Committees and to the Provost. If the PBC recommends formal adoption, the project/project should be processed through the academic review structure as set forth in the Faculty Governance Guide.
- D. As new and potentially speculative ideas may require additional infusion of funding before an informed decision can be made at the outset or made at the end of the proposal, applicants can request continuance of funding beyond the initial approval. An updated version of the original proposal with a brief rationale for continuance should be sent to the Provost for referral to the Planning and Budgeting Committee.

Appendix V: Working Guidelines for Preparing Proposals to the Undergraduate Curriculum Committee

“The Curriculum Committee is responsible for the University's undergraduate curriculum. It approves, evaluates, and ensures the quality of the curriculum and determines academic credit. It reviews any pending decisions that may impact the curriculum and/or educational aims of the University. Issues are considered at more than one meeting. Budget and marketing aspects must be included in proposals; the Planning and Budgeting Committee also has responsibility in this area. Budget format guidelines are as follows.

- I. All proposals need to consider and should concisely include:
 - a. Description of the change. What is eliminated? What added? What changed?
 - b. Academic reasons for the change. How does it strengthen the program(s)?
 - c. Enrollment and marketing reasons for the change.
 - d. Staffing and budget implications.
- II. Assistance:
 - a. If desired, an Undergraduate Curriculum Committee (UGCC) member may be assigned to assist you in preparing your proposal.
 - b. Sample proposals are available for review in the Library.

- c. Relevant pages from the *Faculty Guide*
- Process for initiating a major or Academic Program, p. 120 (part I, Section III.N) and Criteria for Evaluation (pp. 121-2).
 - Process for Reorganizing or Terminating a Major or Academic Program, p. 122 (part I, III.O).
 - Substantial Change in a Major or academic Program, p. 124 (part I, III.P).
Note: (a) A required course added or deleted (does not apply to substituting one for another); (b) The total number of units required for the major/program to be increased or decreased; (c) modifications that increase economic cost of program (personnel, facilities, equipment, materials); (d) modifications that have adverse impact on another area of the University.

III. Time-line:

- a. To allow for careful consideration and consultation with members' constituencies, proposals are considered at more than one meeting before action is taken.
- b. Budget considerations, catalog and schedule preparation, and communication to students require significant lead time. These items need to be considered in the preparation and submission of proposals.
- c. Consult the Academic Calendar for dates and times of scheduled UGCC meetings.

IV. Kinds of Proposals:

A. Majors

1. New majors or programs, including established interdisciplinary majors:
 - Sample programs and budgets available in the Library.
 - Address criteria on pp. 121-2 in the Faculty Guide
 - Programs are forwarded to Planning and Budgeting Committee (PBC) for budgetary considerations and prioritization after academic approval by the appropriate Curriculum Committee.
2. Significant changes in a major:
 - Substantive change: follow criteria, pp. 121-2 in the *Faculty Guide*. If budgetary implications, then goes to the PBC after Committee approval.
3. Add a course to a major:
 - a. Change number of units required in major?
 - Substantive change, memo to UGCC w/info in I, above
 - b. No change in number of units required in major?
 - Memo to Committee for its information

B. Minors:

1. New minors, using new courses:
 - Follow criteria, pp. 121-2 in the *Faculty Guide*; proposal goes to PBC after Committee approval.
2. New minors, using currently offered courses:
 - Memo for Committee approval, addressing items in I, above.
3. Changes to an existing minor: does it fit the NDNU catalog description of a minor (p. 152)?
 - Proceed with department/program consultation (in time for next edition of the NDNU Catalog).
 - Send memo to Committee for its information.

C. Miscellaneous Changes

- Examples: Changing a class designation—lower division/upper division
Changes to offerings that serve other majors
- Send memo to UGCC for its information

D. Changes in Core Curriculum

1. Major Changes: Prior to Fall, 2002
 - Curriculum Review Taskforce: commissioned by the Faculty Senate
 - Task Force reports regularly to Curriculum Committees on content and process
 - Task Force reports to PBC after Faculty Senate approval

2. Major Changes: After Fall, 2002
 - Reported as described above in IV.A
3. Minor additions of courses and changes -- fine-tuning:
 - Brief memo to Committee; include course description and explain how the course meets the expected outcomes as described on pp. 155-64 in the Catalog.

Appendix VI: Articulation of Curriculum Committees' Decisions with University Governance

Statement from the "Governance Board By-laws—Powers of the Corporation":

1. *To direct and prescribe the course of study and discipline to be observed in the College.*

Proposed delegation and details of process: The faculty have the responsibility to develop and maintain the curriculum of Notre Dame de Namur University. Changes to the undergraduate curriculum are presented to the Undergraduate Curriculum Committee for approval. Changes to the graduate curriculum are presented to the Graduate Standards and Curriculum Committee for approval.

Keys to the approval process:

A	approval/veto decision
R	make recommendation
I	informed about a decision

INITIATION:	<u>Curriculum Committee</u>	<u>Provost</u>	<u>President</u>	<u>Board</u>
a. Degrees	A	R	A	A
b. Majors/Programs/ Credentials/Emphases/ Certificates	A	R	A	A
SUBSTANTIAL CHANGE:				
a. Degrees	A	R	A	A
b. Majors/Programs/ Credentials/Emphases/ Certificates	A	R	A	I
c. Core Curriculum Revisions	A	R	A	A
NON-SUBSTANTIAL CHANGE:				
a. Majors/Programs/ Credentials/Emphases/ Certificates	I	I		
b. Core Curriculum Revisions	A	I		
TERMINATION				
a. Degrees	A	R	A	A
b. Majors/Programs/ Credentials/Emphases/ Certificates	A	R	A	A

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