Because the Board of Trustees has ultimate authority for governance of the university, any changes to this Governance Handbook require the approval of the Board.

Particular sections apply to particular constituencies. Thus at the beginning of each subsection of the Governance Handbook, the bodies which must give their approval to any changes to that section are specified.
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Approved by the Board of Trustees December 10, 2014
Foreword
This Governance Handbook is a guide to how the governance process works at Notre Dame de Namur University (NDNU). It is the culmination of efforts, extended over many years, to better understand and better implement shared governance at NDNU.

As an activity of the Strategic Plan 2007-2011, a Governance Task Force was appointed and subsequently developed a series of recommendations. One of the recommendations, the development of a governance handbook, was accepted as an activity of the Strategic Plan 2011-2014. While the project has taken longer than originally anticipated, it has finally come to fruition.

The following people participated in the formation:
- Vince Fitzgerald, faculty representative, 2011-2014
- Richard Rossi, staff representative, 2011-2014
- Stephanie Biehl, student representative, 2011-2012
- Oumou Ly, student representative, 2012-2013
- Jesse Beecher, student representative, 2013-2014
- Kevin Beel, student representative, 2014
- Alison Lyon, Executive Assistant
- Chesalie Loach, Presidential Scholar
- Matthew DeQuiroz, Presidential Scholar
- Judith Maxwell Greig, administrative representative, 2011-2014

On behalf of the entire NDNU community, these participants are to be congratulated and thanked.

Annual reviews and updates of this handbook will be coordinated by the Office of the President. Any suggested changes are to be submitted to the Office of the President by May 15 of each year, after all prior necessary approvals have been secured. Each section of the handbook delineates any necessary approval bodies. The president will review the changes. Non-substantive changes (typographic errors, change of title, limited changes in membership, etc.) and some other changes will be approved by the president. Substantive changes require the approval of the Board of Trustees. Such approval shall be sought at the annual meeting in June, if submitted on time. The handbook will be updated and circulated in preparation for each new academic year.

If a new governance group is proposed for the following year, the approval process is as follows:
1. The proposer vets the concept with the appropriate oversight body.
2. The proposer develops the necessary description (charge, responsibilities, membership, chair).
3. The proposer gains approval from the oversight body.
4. The proposer forwards the proposal to the President’s Council for vetting and recommendation.
5. The president considers the recommendation and forwards to the Board if necessary.

Such a proposal must be received with approvals by the May 15 deadline. If such a body is required by an external agency, the timeline will be altered as required to meet the standard.

Approved by the Board of Trustees December 10, 2014
I. Governance at NDNU

Shared Governance
Shared governance is the long established and respected mechanism in higher education for accomplishing the direction and oversight of universities. The ultimate authority and responsibility for a university is vested by the State in the governing board. Because higher education is a unique pursuit focused around the creation and understanding of knowledge and the intellectual development of students, the tradition in American higher education has given great recognition to the centrality of the faculty in accomplishing that work of direction and oversight. Thus shared governance has come to give primary authority to the faculty for matters which require its expertise: namely, the curriculum, academic standards, degree requirements, and faculty hiring, promotion, and tenure.

Shared governance in American higher education leaves ultimate authority to the governing board, which in turn typically delegates this authority to the president and the faculty for the matters named above, and to the president, supported by the administration and staff, for the implementation of policy and the management of operations. Thus, while the board retains approval authority, it will not reject decisions under the purview of the faculty or president except in unusual circumstances and only with clearly articulated rationale. The classic statement of shared governance is the 1966 document entitled “Statement on Government of Colleges and Universities,” which was developed by the American Association of University Professors (AAUP), and jointly endorsed by the Association of Governing Boards (AGB) and the American Council on Education (ACE). NDNU has based its governance documents and structures on the guiding principles contained therein.

Participatory Decision Making
Participatory decision-making is a major vehicle for implementing shared governance. At NDNU, participatory decision-making derives from the strong traditions of the Sisters of Notre Dame de Namur, among other sources. The thrust of participatory decision-making is that those affected by decisions should have input at appropriate times in the process. Thus, for example faculty and staff members are consulted as the university considers decisions regarding employee benefits, just as students are consulted regarding policy decisions which affect them. Participatory decision-making is a principle that NDNU uses in the design of most processes.

Among other purposes, this handbook seeks to clarify the appropriate roles and responsibilities of different constituencies in the range of governance and decision-making processes. The more clarity there is about the type and timing of input asked of a constituency in the decision process, the more satisfaction typically results. Opportunities for input range from informal consultation, to formal recommendations, to decision making authority, and to approval authority. It should be recognized that a particular constituency may have no role with respect to certain types of decisions or sometimes the role is limited to being informed of a decision. While virtually any NDNU community member could be considered an interested party, there are reasonable limits to who has the expertise or is sufficiently impacted by the decision to be given a role in decision making. In line with the principle of subsidiarity, whenever possible, decisions are made and implemented (after garnering additional approval as appropriate) by the supervisor most directly impacted by the decision.

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**Governance Responsibilities**

As a matter of law, all authority, except the reserved powers retained by the members of the corporation, rests with the Board of Trustees (BOT, board). The board typically delegates some of that authority as expressed above.

The board has responsibility to ensure continuation of the mission of the university and to oversee the quality of the academic program. It codifies policy and oversees procurement of resources to ensure effective management thereof. The board helps connect the university to the larger community and supports the president in setting the direction and strategy of the university.

The president is responsible for institutional leadership and ensuring university goals are clearly defined and ultimately attained. The president works to elucidate among the faculty and BOT the views and concerns of both bodies; the president also works to educate both board and faculty regarding trends in higher education.

The faculty has responsibility for the curriculum and methods of instruction, academic standards, degree requirements, and faculty status. The faculty assists in shaping long term plans and the budgets to achieve those plans.

To the greatest extent possible, the BOT, president, administration, staff, and faculty operate in a spirit of transparency and collaboration. All work together to ensure an excellent educational experience for students.

**Governance and Administration**

Governance and administration are distinct concepts that overlap because both involve significant decision-making. The type and level and participation involved in particular decisions tend to lend them to one or the other characterization.

Governance involves primarily legislative policy-making at the institutional level. The Board of Trustees is the ultimate governing authority, but it delegates a significant portion of its authority. NDNU reflects this delegation in the functioning of its committees and councils.

Committees are primarily faculty bodies that initiate considerations and make decisions regarding, academic standards, academic programs, academic policies, and faculty rank, tenure, faculty development and grants, sabbaticals, and grievances. When appropriate (as determined by their nature), those decisions are forwarded to the Board of Trustees for final approval via the president and provost.

Councils are bodies that advise administrators with respect to issues that impact the entire university. Councils typically obtain input from appropriate university constituencies and work to shape university-level decisions, in such areas as strategic planning, budgeting, and athletics. The university level decisions coming out of councils are then subject to review and further recommendation from appropriate senior administrators, the president, and the Board of Trustees.

Approved by the Board of Trustees December 10, 2014
Definitions:

Governance: High-level decisions affecting university policies and processes that have broad impact on the way the university functions (or affect a substantial number of employees), that normally require consultation of a broad spectrum of the community, and that require final approval by the Board of Trustees via the president. Examples include numerous academic activities, including academic standards, curriculum, rank and tenure, and a range of non-academic policies such as standards and processes for hiring.

Administration: Involves execution of policy, as promulgated by the BOT and other governing bodies, and the day-to-day management of the university by the president and her/his designates under the authority granted by the BOT. This includes such activities as the actual hiring of personnel, the execution of programs growing out of the strategic plan and the management of departmental budgets.

Although some administrative functions such as budgeting and planning receive broad input from the community, others such as advertising and communications require input only from affected departments, while routine day-to-day administrative functions normally are not subject to such consultation except to deal with significant issues that may arise from time to time.

General Procedures

1. Committees evaluate proposals using specific criteria or guidelines related to the individual proposals, drawing upon expertise of resource people on campus.
2. Committees draw conclusions and pass decisions to the appropriate senior administrator(s).
3. Senior administrators evaluate decisions and satisfaction of criteria; May include advisory councils in this evaluation.
4. If a senior administrator finds that all criteria have been met, s/he passes on the committee's decision to the president, with or without the senior administrator’s own recommendation.
5. If the senior administrator finds that all criteria have not been met. The decision is returned to the committee with explanation.
6. Committee responds to senior administrator who forwards the recommendation to the president, with or without the senior administrator’s own recommendation.

The final decision rests with the Board, which alone possesses veto power, unless delegated to the president.

Approved by the Board of Trustees December 10, 2014
II. Sisters of Notre Dame de Namur

The Sisters of Notre Dame de Namur founded what was then named College of Notre Dame in San Jose, California in 1851. The Sisters maintain their governance authority through the formal corporate structure.

In 2014 the Sisters of Notre Dame de Namur partially reorganized their structure in the United States. What was formerly known as the California Province merged with four other provinces to become the Sisters of Notre Dame de Namur United States East-West Province. The province is headed by a Province Leadership Team and its Moderator. The Members of the Province Leadership Team are the Members of the corporation Notre Dame de Namur University. This structure is detailed in the Bylaws and the Articles of Incorporation.

As Members, the Sisters retain certain specific reserved powers as designated in the bylaws.

The Members of the corporation delegate all other authority to the Board of Trustees.
III. 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, except those reserve powers held by the Sisters of Notre Dame de Namur United States East-West Province.

2. 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.

3. The Board of Trustees has 15-35 members and meets four times each year.

4. The Board of Trustees may create any number of Board Committees, each consisting of the Chair of the Board, the president, and at least two additional Trustees. 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. Infrastructure Committee
   g. Mission Committee
   h. Student Affairs Committee
   i. Trusteeship and Governance Committee

5. 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 proposed internal governance body must be approved by the Board.

6. The president or chairperson of each of the constituent groups, the Faculty Senate, Staff Assembly, and ASNDNU serves as the designated liaison from each group to the Board of Trustees.

7. Representatives to Board of Trustees Committees: The Board currently authorizes participation in Board committees (with voice but no vote) as follows:
   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. Currently one faculty representative serves on each of the Board committees with the exception of the Trusteeship and Governance Committee and the Executive Committee, on which no faculty representatives serve. 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.
   b. The Board of Trustees currently includes the President of the Associated Students of NDNU as a member of the Student Affairs Committee.
c. Each Board of Trustees committee has a NDNU administrator who serves as staff to the committee. In addition, additional university personnel may be included by role in committees at the advice of the staffing administrator and the agreement of the committee chair.

d. Some committees choose to include additional participants, such as former trustees or external members, in order to address important expertise and continuity concerns. These members are agreed to by the committee chair, in consultation with the chair of the Board of Trustees and the president.

Link to NDNU Bylaws, on SharePoint:
http://ndsp.ndnu.edu/governance/Shared%20Documents/NDNU%20Bylaws/Bylaws%20Final%20Draft%20Clean%20090514.pdf
IV. Constituency Groups

A. Faculty Senate

The Faculty Senate is organized to promote the general welfare of the University; it is the primary instrument through which the faculty collectively considers and acts on matters of university policy and governance. The Faculty Senate participates in the formation, implementation, and review of strategies and actions that shape the purpose and character of the institution and that are of concern to the faculty. The Faculty Senate solicits faculty input and recommendations, advocates for faculty viewpoints on all matters in which the faculty is an interested stakeholder, promotes communication between faculty and other campus groups, and assures appropriate faculty participation at all levels of university governance, including fiscal planning and decision making. The Faculty Senate works toward the development and improvement of professional and educational standards. Membership includes all full and part-time faculty.

Link to Faculty Senate Bylaws, (Part III, Section II):

B. Associated Students

The Associated Students of Notre Dame de Namur University (ASNDNU) is the official student governing body of the University. The purpose of ASNDNU is to provide for the general welfare of the Association and the University. In doing so, ASNDNU will be given powers and responsibilities as follows:

1. To be recognized as the official voice of the Association membership.
2. To promote student interest in all areas of life at the University.
3. To raise and allocate funds.
4. To coordinate and support Association activities.
5. To review, advise, and make recommendations, as appropriate, to the University Administration regarding the establishment and implementation of University policies and procedures.
6. To be an active participant on University boards, committees, and councils, as designated by University Administration.
7. To hold elections and meetings to discuss and vote on important issues related to student life.
8. To uphold and honor the mission of the University and recognize the mission of the Sisters of Notre Dame de Namur; peace, social justice, and education for all.

The Executive Branch shall be responsible for the coordination, implementation, and evaluation of all Association activities, programs, and services. The Executive Branch will work cooperatively with the Senate to formulate and present a descriptive summary of student life at the University. At the quarterly meetings of the Board of Trustees, the AS president gives an update on current student

Approved by the Board of Trustees December 10, 2014
projects and concerns. At the end of each academic year, the AS president provides a written annual report to the Associated Students, to the Dean of Students, and to the president for circulation to the Board and administration. There shall be four executive officers elected in accordance with Article V: the president, vice president, treasurer, and secretary.

Link to Associated Students Bylaws:

C. Staff Assembly

Staff Assembly is the representative body for all non-union staff members, excluding the President’s Cabinet, associate provost, and deans. Staff Assembly solicits input from staff and provides a forum for staff members to discuss university-related issues relevant to staff and, through its representatives, communicates concerns, ideas and formal proposals to the administration and Board of Trustees. Members of Staff Assembly are elected or appointed to represent staff interests on a variety of university governance and administrative committees. In addition, Staff Assembly exists to build community among staff members and between staff and faculty and the administration.

Link to Staff Assembly Constitution, on SharePoint:
http://ndsp.ndnu.edu/governance/Shared%20Documents/Staff%20Assembly%20-%20NUSA/Staff%20Assembly%20Constitution%20Final%202011.pdf

Approved by the Board of Trustees December 10, 2014
V. **Advisory Boards**

**Policy for Advisory Boards**
*(Approved by Board of Trustees August 15, 2012)*

Notre Dame de Namur University is dedicated to engaging with the larger community as part of its mission and strategy. One important mechanism for accomplishing such engagement is Advisory Boards for schools, departments, or other entities, such as the Wiegand Gallery or the Sister Dorothy Stang Center for Social Justice and Community Engagement. Advisory Boards provide a means for enhanced communication between University entities and appropriate leaders in the local/regional community. The intent is mutual, to improve the learning environment for students in the context of the University mission and to inform University faculty and staff about community interests and needs.

The primary role of Advisory Boards is to advise and assist the University with regard to program curriculum, promotion, internship/job placement, and program evaluation. University entities benefit from community input about community needs and resources, employment needs, technological developments, and funding opportunities.

The specific functions of Advisory Boards will vary according to the program or entity being advised; such functions will be included in the charge to the Advisory Board. As indicated in the name, Advisory Boards have an advisory, not a governance, function. Recommendations regarding curriculum and program changes will be vetted and ultimately approved through normal University governance bodies.

The Board of Trustees is informed annually of all Advisory Boards, including their charges and membership lists. The president approves the charges and membership and reviews the annual summary from each Advisory Board.

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**Guidelines:**

In order to assure that standards of excellence are maintained with respect to the various Advisory Boards and to ensure that the various bodies are in sufficient coordination, the following guidelines are established:

- All Advisory Boards will have a charge approved in advance by the president.
- The appropriate administrative official (typically dean, chair, or director) serves as an *ex officio* member of the Advisory Board and staffs the work of the Advisory Board.
- All Advisory Boards will have a membership list approved in advance by the president.
- The Chair, with the assistance of the appropriate administrative official, should file an annual summary of the work of the Advisory Board with the president.

**Procedures:**

- To establish a new Advisory Board, the appropriate administrative official should have a meeting with the provost to propose the new group and review the intent and initial charge.

*Approved by the Board of Trustees December 10, 2014*
The charge should be reviewed annually by the Advisory Board and any recommendations for change should be forwarded for approval to the provost and then the president. The charge should capture the unique work of the Advisory Board.

Members are recommended for appointment by the appropriate administrative official (typically dean, chair, or director) and reviewed before being offered membership by the Vice President for Advancement and the provost. The Vice President for Advancement should ensure University-wide coordination of memberships. The provost should ensure the relevant knowledge and expertise of members.

The size of the Advisory Board, term lengths, and term limits should be identified by the members of the Advisory Board. [Members are typically limited to three 2-3 year terms.] A member who has served the full number of eligible terms will normally leave the Advisory Board for one year before being eligible for additional appointment. Ideally the terms of Advisory Board members will be staggered to ensure continuity.

After approval by the president, the appropriate university official will send a letter of appointment to the members, with copy to the president, provost, and Vice President for Advancement.

All members should receive annually a listing of all members of the Advisory Board, including names, titles, and contact information. They should also receive the charge and any other written material outlining the duties and responsibilities of members.

Members of Advisory Boards are typically listed in the University Catalog. The Vice President for Advancement will have responsibility for the maintenance and coordination of this listing.

The Chair of the Advisory Board will be elected by the members and will normally serve a two year term.

The Chair will determine the dates, times, and locations of the meetings, on the advice of the members of the Advisory Board and with the assistance of the appropriate administrative official.

Agendas and minutes of prior meetings should be approved by the Chair and sent to Advisory Board members in advance of meetings.

The appropriate administrative official should archive copies of minutes.

**A. Wiegand Gallery Advisory Board**

**Charge**
The Wiegand Gallery Advisory Board counsels the Director on gallery exhibition programming guided by the Wiegand Gallery mission and supports it by helping to develop fundraising events to benefit the Wiegand Gallery exhibition program. Members advise on public relations to help broaden the gallery’s visibility and bring the Bay Area community to Wiegand exhibitions. Board members also support the Wiegand Gallery’s endowment fund.

**Membership**
The Wiegand Gallery Advisory Board is made up of community members who are artists, art professionals, collectors, NDNU faculty, staff, and alumni. Board members contribute to the gallery financially and/or through their expertise in business, art consulting, law, event planning, public relations, and fundraising. Members serve in an advisory role that is non-fiduciary. They attend advisory board meetings, exhibition

Approved by the Board of Trustees December 10, 2014
openings, receptions, and special events at the Wiegand. Membership is by invitation and approval of the Wiegand Gallery Advisory Board. The Wiegand Gallery Director is ex-officio.

**Chair**
The Chair of the Wiegand Gallery Advisory Board is a member of and elected by the Advisory Board. S/He schedules meetings, creates meeting agendas, chairs the advisory board meetings and organizes specific activities involving other board members around fundraising events. S/He writes an annual solicitation letter to raise funds for the Wiegand Gallery Exhibition Program and Endowment.

Responsibilities of the Gallery Director in support of the Chair include:

- Mentoring of new Advisory Board members.
- Reviewing the charge and description of the Advisory Board with the group at the first meeting of the year.
- Providing annually to all members a listing of Advisory Board members.
- Providing staff support for Board operations:
  - Drafting agenda and minutes for review/approval by the Board
  - Archiving agenda, minutes, and related materials on SharePoint
  - Providing logistical arrangements for meetings
- Submitting an annual report to the provost and president

**B. School of Education and Leadership Advisory Board**

**Charge**
The NDNU School of Education and Leadership Advisory Board serves a dual purpose:

1. The Advisory Board provides a means to enhance communication between University entities and appropriate leaders in the local/regional community.

2. The University gains in the improvement of the learning environment for students in the context of the University mission, along with informing the University community about the broader needs and interests of the external community (e.g. resources, employment needs, technology development).

The Board is strictly an advisory group, it does not have a governance function.

**Membership**
The membership on the Advisory Board is selected from community business leaders, former K-12 school officials, and officials of local community colleges who are willing to share their expertise and weigh in on critical matters for the School of Education and Leadership.
Chair
The Chair is a member of the Board and is elected by the Advisory Board.

Responsibilities of the dean in support of the Chair include:
- Mentoring of new Advisory Board members.
- Reviewing the charge and description of the Advisory Board with the Board at the first meeting of each year.
- Providing annually to all members a listing of Advisory Board members.
- Providing staff support for Board operations
  - Drafting agenda and minutes for review/approval by the Board.
  - Archiving agenda, minutes, and related materials on the G Drive.
  - Providing logistical arrangements for meetings.
- Submitting an annual report to the provost and president.

C. School of Business and Management Advisory Board

Charge
The School of Business and Management (SBM) Advisory Board provides recommendations on the direction of the SBM and its activities. Advisory Board members support the SBM by advising on new initiatives, participating in conferences and events, lecturing in classes, facilitating student internships, and advising and/or mentoring students.

The Advisory Board advises in developing programs that meet the needs of the greater business community, establishing links between various stakeholders, and providing a sounding board to ensure that the SBM maintains its entrepreneurial and innovative approach to business and management education. The SBM Advisory Board advocates for the SBM programs and increases its visibility, both internally and externally.

The Advisory Board periodically reviews the SBM vision and mission statements, and informs and suggests strategic direction, but is not involved in the day-to-day curriculum, faculty/staff, or operational decisions.

The SBM Advisory Board offers a forum of information for program stakeholders to communicate their opinions, share their expertise, and assist with and attend SBM events.

The faculty and staff meet bi-annually with the advisory board. An alumnus or current student is asked to facilitate the meetings. The dean fills the role of ad hoc chairperson and an ex officio member of the Advisory Board.

Approved by the Board of Trustees December 10, 2014
Membership
The SBM Advisory Board includes industry experts, community and governmental leaders, and alumni members who have valuable expertise and wide-ranging business and professional experience and ties and connections to the business, government, and non-profit sectors.

Chair
The Dean of the School of Business and Management serves as the Advisory Board Chair.

Responsibilities of the Chair include:

- Mentoring of new Advisory Board members.
- Reviewing the charge and description of the Advisory Board with the group at the first meeting of the year.
- Providing staff support for Board operations.
  - Drafting agenda and minutes for review/approval by the Board
  - Archiving agenda, minutes, and related materials on SharePoint
  - Providing logistical arrangements for meetings
- Submitting an annual report to the president.

D. College of Arts and Sciences Advisory Board

Charge
The College of Arts and Sciences (CAS) Advisory Board provides guidance to the College. The following are specific responsibilities of this Board:

- Consultation as to best practices to increase connections to the community
- Recommendations regarding new programs
- Suggestions as to internships and employment for students
- Collaboration on development opportunities for CAS

Membership
Membership includes diverse representatives from the community selected for their expertise related to the College’s discipline of arts, humanities, social sciences, and sciences; selected emeriti faculty; and student leaders. Members are typically limited to three 3 year terms. A member who has served the full number of eligible terms will normally leave the Advisory Board for one year before being eligible for an additional appointment. The terms of Advisory Board Members will be staggered to ensure continuity.

Approved by the Board of Trustees December 10, 2014
Chair
The Dean of the College of Arts and Sciences serves as Advisory Board Chair.

Responsibilities of the Chair include:

- Mentoring of new Advisory Board members.
- Reviewing the charge and description of the Advisory Board with the group at the first meeting of the year.
- Providing annually to all members a listing of Advisory Board members.
- Providing staff support for Board operations.
  - Drafting agenda and minutes for review/approval by the Board
  - Archiving agenda, minutes, and related materials on SharePoint
  - Providing logistical arrangements for meetings
- Submitting an annual report to the provost and president.

E. Sister Dorothy Stang Center for Social Justice and Community Engagement Advisory Board

Charge
The purpose of the Sr. Dorothy Stang Center for Social Justice and Community Engagement’s Advisory Board is to help the Director and staff to integrate the social justice and community engagement work of the Center with the Mission and Vision of the University. Primary within that purpose is the alignment of the direction of the Center with the life and legacy of Sr. Dorothy Stang, SNDdN. Though many and diverse opportunities may present themselves, the first intentional context for the practice of Sr. Dorothy’s legacy, in partnership with students and staff of the University, is with the “at risk/at promise” communities in San Mateo County.

The goal of the Advisory Board is to help sustain a vibrant and effective Sr. Dorothy Stang Center that will be able to uniquely contribute to the institutional health of the University as a whole, so that the opportunity to serve the young people and the larger community in Dorothy’s name can continue. The Advisory Board will attempt an adapted form of association that imitates the way of the comunidades de base (base communities) which Dorothy, along with many others in the post-Vatican II Church, brought to all she did with the people in the Amazon. This method involves the empowerment of each voice along with openness to the richness of the spirit of humanity in the group. It also involves openness to the profundity of the Holy Spirit as it may manifest in the midst of the work of hope we are attempting.

Membership
The Advisory Board consists of a diverse group of 9-12 members who empower our sensitivity and enable our responsiveness to all those we seek to serve, especially our community partners and their clients. Members are personally committed to the work of hope, and are individuals that have been engaged in social justice on a variety of fronts. Board members will serve a two year term.

Approved by the Board of Trustees December 10, 2014
Chair
The Chair of the Sister Dorothy Stang Center for Social Justice and Community Engagement Advisory Board is chosen through a process of nomination and discernment culminating in a vote. The Chair can serve two consecutive years with the Board’s approval.

Responsibilities of the Director in support of the Chair include:

- Mentoring of new Advisory Board members.
- Reviewing the charge and description of the Advisory Board with the group at the first meeting of the year.
- Providing annually to all members a listing of Advisory Board members.
- Providing staff support for Board operations
  - Drafting agenda and minutes for review/approval by the Board
  - Archiving agenda, minutes, and related materials on SharePoint
  - Providing logistical arrangements for meetings
- Submitting an annual report to the provost and president.
VI. Committees and Councils and Working Groups

A. Externally Mandated Committees. Any changes to this section must align with the current requirements of the appropriate regulatory body, as approved by the president on recommendation of the appropriate administrator.

1. Education Committee

Charge
The Education Committee is the official body for on-going review of candidates in credential programs. Its charge is to assure that all students in the credential programs are making progress, and to take action for those students who are not making satisfactory progress.

Responsibilities
The Education Committee is a decision-making body that reviews Progress forms and final evaluations for all students/intern teachers, and makes recommendations for students in the credential programs. The Committee meets at least twice a semester: at mid-term and near the end of the semester. Emergency meetings are held in between these dates as needed.

Membership
The Education Committee is comprised of members from the School of Education and Leadership, plus two undergraduate faculty members familiar with teacher education who are appointed by the Dean of the School of Education and Leadership.

Chair
The Chair of the Education Committee for the following academic year is chosen at the last meeting of the spring semester, and is appointed by the dean.

Responsibilities of the Chair include:

- Mentoring new Committee members.
- Reviewing the charge and description of the Committee with the Committee at the first meeting of the year.
- Ensuring that approved minutes from all meetings are posted on the G Drive after each meeting. This entails posting the actions private to the Committee on the G Drive. Due to the confidential matters dealt with by the Committee, decisions are only communicated to the student. In cases where the student is counseled out of the program, that decision is communicated to the NDNU registrar.
2. Institutional Review Board

**Charge**
The Institutional Review Board (IRB) is a primary mechanism for the institutional protection of human research participants. Under federal regulations, the IRB has responsibility to review and approve or disapprove all proposed research activity with human participants. This includes not only research proposed by constituents of the NDNU community, but also research proposed by external parties seeking to recruit NDNU community members as research participants.

**Responsibilities**
The IRB reports directly to the provost. It does not fall under the faculty governance structure due to its legal and ethical responsibilities, for which the provost's office is ultimately responsible.

The IRB is obligated and authorized to ensure that participants are adequately informed of the nature of the research; that participation in research is voluntary; that the benefits of a research project outweigh its risks; and that the risks and benefits of the project are evenly distributed among the possible participant populations. To this end, the IRB must also conduct periodic reviews of ongoing non-exempt research projects to ensure continued protection of the welfare of human participants and compliance with relevant regulations. Human participant protections are a shared responsibility and good faith effort involving Principal Investigators, other personnel engaged in studies with human participants, and the IRB. The IRB will suspend approval of any research activity with human participants that violates regulations, policies, procedures, or an approved protocol and report such violation and suspension to the Provost of the University. (See NDNU IRB Home Page, [http://www.ndnu.edu/irb/content/policies.aspx](http://www.ndnu.edu/irb/content/policies.aspx)).

**Membership**
The IRB is composed of 8 members appointed via the provost's office in compliance with federally-mandated requirements. No set term of membership is specified given the requirement of members with research experience and professional competence necessary to review specific scientific and non-scientific research activities. Members must represent diversity in race, gender, cultural background and sensitivity to the rights and welfare of human participants. At least one member must be able to address vulnerable populations (children, handicapped, etc). At least one member must come from a scientific discipline, and at least one must come from a non-scientific discipline. Finally, at least one member must not be otherwise affiliated with the institution, as required by federal guidelines. In addition to a membership that adheres to federal guidelines, the provost's office creates a committee wherein there is at least one representative from each school, ideally with two undergraduate and two graduate faculty members, and the director of Institutional Research. The provost, in consultation with deans and the current IRB chair, reserves the right to add additional members and to determine appointment to the committee, term of appointment and eligibility of members.

Approved by the Board of Trustees December 10, 2014
in order to ensure an appropriate balance of diversity, expertise and other requirements as mandated by federal guidelines.

**Chair**
The Chair of the Institutional Review Board of the following academic year is chosen at the last meeting of the spring semester. The provost selects and appoints the chair of IRB for a three-year term. The chair may be reappointed for subsequent three-year terms of office.

The responsibilities of the Chair include:
- Ensuring submission of required documents to the federal government.
- Reporting to the provost any possible research misconduct for investigation as per University policy.
- Mentoring of new members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting. This may entail two postings: the actions private to the committee and those open to view by the larger community.
- Submitting an annual report to the provost.
- Ensuring maintenance of official archival records of IRB protocols and IRB actions.

3. **Retirement Plan Administration Committee**

**Charge**
Notre Dame de Namur University (“Plan Sponsor”) sponsors the Notre Dame de Namur University Defined Contribution Retirement Plan (the “Plan”) for the sole benefit of its participants. The Plan Sponsor’s Board of Trustees (the “Board”) shall serve as the Plan’s named fiduciary and, as such, shall maintain sole responsibility for the overall operation, management and control of the Plan. Certain fiduciary responsibilities, however, have been delegated by the Board to the appointed Retirement Plan Administration Committee.

**Responsibilities**
Consistent with ERISA, the Committee’s objectives as they relate to fiduciary responsibility, maintenance, and operation of the Plan are to:

1. Maintain the Plan for the exclusive benefit of participants while avoiding any prohibited transactions and/or conflicts of interest;
2. Exercise prudence in all respects while executing fiduciary responsibilities;
3. Diversify designated investment alternatives available to participants under the Plan; and,
4. Ensure conformity of the Plan’s operations to the Plan document provisions and applicable law.

Approved by the Board of Trustees December 10, 2014
**Membership**
The Board appointed Committee’s membership shall include:

1. CFO and Vice President for Finance and Administration (Chair)
2. Controller and Assistant Treasurer
3. Executive Director, Human Resources
4. Faculty Representative (non-voting)
5. Human Resources and Benefits Coordinator (non-voting)

**Chair**
The Chair of the Retirement Plan Administration Committee is the Vice President for Finance and Administration, unless otherwise dictated by the Board of Trustees. The Committee shall meet at least semi-annually. The Chair maintains the Responsibilities, as outlined above. The 403b audit serves as the annual report of the Committee.

4. **Athletics Advisory Committee**

**Charge**
The Athletics Advisory Committee is the central body that guides the University in all policy matters involving the University's athletics programs. It monitors and promotes varsity intercollegiate athletic competition as an integral and constructive part of the educational, student enrichment, and community engagement experience of the University.

The Committee advises the president on all matters relating to athletics to assure institutional control of intercollegiate athletics as required by the NCAA and as appropriate in view of the University mission and strategic plan. Of utmost importance is assuring that students in all sports attain strong records of academic success. The Committee also advises the Director of Athletics on all major decisions that affect the administration of the program.

**Responsibilities**
The general responsibilities of the Committee are to create an environment that promotes integrity, honesty, leadership, stewardship, and compliance regarding the regulations set forth by NCAA Division II, the PacWest Conference, and the University. This includes providing strategic recommendations for the institution’s athletic program and monitoring the education of coaches, staff, student-athletes and boosters to ensure these entities are in compliance with the mission of the University and a NCAA DII institution.

The specific responsibilities of the Athletic Advisory Committee include:

1. To promote an understanding of the Division of Athletics’ mission among all members of the University community.
2. To participate in, and review the results of, periodic institutional self-study processes as appropriate, including the required NCAA certification processes.

Approved by the Board of Trustees December 10, 2014
3. To maintain and foster a clear commitment to academic integrity and institutional control as it applies to athletics within the University.

4. To ensure a priority to the commitment to student-athletes’ welfare.

5. To provide recommendations to the President, Vice President for Enrollment Management, Provost, Board of Trustees, Director of Athletics, and Faculty Senate, as appropriate, concerning matters of athletic policy formation, including:
   a. Matters that affect the academic and personal welfare of student athletes;
   b. Budgetary matters;
   c. The long-range development and enhancement of varsity intercollegiate athletics;
   d. Campus and community perceptions of the student athlete and the university's varsity intercollegiate athletics program;
   e. Policies pertaining to the conduct of intercollegiate athletics, including recommendations concerning the formulation, modification, and implementation of such policies;
   f. Institutional policies and standards (current or proposed) which may have impact upon student-athletes as a group, or upon the varsity intercollegiate athletics program;
   g. Athletic facilities and athletic facility use;
   h. Athletics scheduling; or
   i. Such other matters as the Director of Athletics may refer to the committee for recommendation, or may be identified by the committee;

6. To provide counsel to the Faculty Athletic Representative (FAR) in all matters pertaining to intercollegiate athletics.

7. Participate in staff searches in the department of Athletics as deemed appropriate by the Director (including searches for head coaches, administrative personnel, and such others as may be designated by the Director).

**Membership**
Chair is appointed by the president. All members are voting members.

1. Faculty Athletics Representative (Chair)
2. Athletic Director
3. Chair of Student Athletics Advisory Committee
4. Senior Woman Administrator for Athletics
5. Assistant Director of Development for Athletics
6. Vice President for Enrollment Management, or designee
7. Student Life representative, selected by Dean of Students, approved by president
8. Additional faculty member, selected by Faculty Senate, approved by president
9. Additional student member, selected by ASNDNU, approved by president

Approved by the Board of Trustees December 10, 2014
**Chair**
The Chair of the Athletics Advisory Committee is the Faculty Athletics Representative.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the president.

5. **Athletics Compliance Committee**

**Charge**
The Athletics Compliance Committee is the central body that ensures compliance with relevant regulations involving the athletics program and student-athlete eligibility certification. The group shares information across units to ensure shared responsibility and makes decisions together in cases of waiver or appeal.

**Responsibilities**
The following are specific responsibilities of the Athletics Compliance Committee:

1. To provide monitoring oversight annually for all matters related to compliance with NCAA and Pac West rules and procedures;
2. To review and recommend actions related to student-athlete petitions for NCAA academic waivers;
3. To review annually specific incidents in which NCAA and Pac West policies and procedures may have been violated;
4. To recommend appropriate remedial or preventive actions to ensure compliance with NCAA and Pac West policies;
5. To review secondary violations looking for patterns or other indications of systemic weaknesses in compliance processes and procedures or the adherence thereto;
6. To discuss welfare and compliance matters of concern to student-athletes. These may include but are not limited to: academic issues and proposals, federal and state regulations, financial aid issues, gender equity and Title IX issues, sportsmanship and ethical conduct of students and staff during athletics competition, NCAA institutional control issues, NCAA rules education, and NCAA self-study;
7. To make an annual report to the president and the Athletics Advisory Committee;
8. To fulfill other duties and responsibilities as may be assigned by the president.

Approved by the Board of Trustees December 10, 2014
**Membership**
All members are voting members.

1. Compliance Coordinator for Athletics (Chair)
2. Athletic Director
3. Faculty Athletics Representative
4. Senior Woman Administrator
5. Registrar or designee
6. Director of Financial Aid or designee
7. Director of Admission or designee
8. Student Conduct Coordinator

**Chair**
The Chair of the Athletics Advisory Committee is the Compliance Coordinator for Athletics.

The responsibilities of the Chair include:

- Mentoring of new committee members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Ensuring that approved minutes from all meeting are posted to SharePoint after each meeting. This may entail two postings, the actions private to the committee and those open to view by the larger community.
- Submitting an annual report to the president.

6. **HSI Federal Grants Oversight Committee**

**Charge**
The Hispanic-Serving Institutions Federal Grants Oversight Committee ensures compliance with relevant legislation and regulations concerning both the Part A and STEM grants awarded to Notre Dame de Namur University by the United States Department of Education for five years beginning in the Fall of 2011. The group monitors progress toward meeting the academic goals of these grants.

**Responsibilities**
The following are specific responsibilities of this Committee:

1. Monitor the activities described in both approved grant applications.
2. Ensure adherence to relevant legislation, regulations, and conditions of the grants.
3. Ensure timely submission of required performance reports.
4. Oversee the management of Federal funds according to cash management requirements.
5. Submit an annual report to the president.
6. Fulfill other duties and responsibilities as may be assigned by the president.

Membership

1. Vice President, Finance and Administration
2. Associate Provost
3. Dean of Students
4. Dean, College of Arts and Sciences
5. Dean, School of Business and Management
6. Dean, School of Education and Leadership
7. Executive Director, Human Resources
8. Director, Academic Success Center/Tutorial Center
9. Director of Planning and Budgeting
10. Director of Institutional Research
11. Director of Articulation (STEM)
12. Project Director (STEM)
13. Project Director (Part A)
14. Representative from Advancement
15. Financial Analyst
16. External Evaluator
17. Controller

Chair
The Chair of the HSI Federal Grants Oversight Committee is appointed by the president, on the recommendation of the Cabinet.

The responsibilities of the Chair include:
- Mentoring of new committee members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the president.

B. Faculty Governance Committees. Any changes to this section require approval by the Faculty Senate.

1. Undergraduate Curriculum Committee

Charge
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 sets policies and requirements for general education and for baccalaureate degrees, evaluates and approves academic majors and programs at the undergraduate level, ensures the quality of the undergraduate curriculum, and oversees/approves specific changes in curriculum, e.g. new General Education, Community Engagement, Writing Intensive, and Cultural Diversity courses, unit changes in majors, undergraduate institutional learning outcomes, etc.

**Responsibilities**

The following are specific responsibilities of the Undergraduate Curriculum Committee:

1. The Undergraduate Curriculum Committee meets at least once monthly during the academic year.

2. The Undergraduate Curriculum Committee will have joint meetings with the Graduate Academic Standards and Curriculum Committee as needed to define processes for university-wide curriculum policies or issues. Changes to curriculum which would significantly affect the following factors will be considered said policies or issues: enhancement of learning, centrality to the University mission and values, effective communication and participation, efficiency and fiscal responsibility. Such joint meetings will use a consensus style of decision-making. G: President/Governance/Governance Handbook/Governance Handbook D13 November 2014.doc Rev. 13-Nov-14

3. 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 the Faculty Handbook:
   a. Regarding the process for initiating a major or academic program, see Appendix D.
   b. Regarding the process for reorganizing or terminating a major or academic program, see Appendix D.
   c. Regarding substantial change in a major or academic program, see Appendix D.

4. 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 posted to the respective Committee folder on Sharepoint.

**Membership**

The Voting members of the Undergraduate Curriculum Committee are: five elected faculty members (one from each of the five academic areas: Arts and Humanities, Social Sciences, Natural Sciences and Math, Business and Management, and Education and Leadership), one student representative appointed 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). A School dean and the registrar will serve as Non-Voting members of the Committee. In each of the aforementioned academic areas, the full-time and part-time faculty will elect one respective representative from the faculty currently teaching in undergraduate departments. The faculty terms are for 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. Representatives from various departments may be invited to attend sessions of the Committee as needed. A staff member will serve as recorder.

**Chair:**
The Chair of the Undergraduate Curriculum Committee for the following academic year is chosen at the last meeting of the spring semester, from among the currently serving members of the committee.

The responsibilities of the Chair include:
- Establishing agenda.
- Communicating curricular actions to provost in accordance with established reporting procedures.
- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year. G: President/Governance/Governance Handbook/Governance Handbook D13 November 2014.doc Rev. 13-Nov-14

- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the provost.

2. **Undergraduate Academic Standards Committee**

**Charge**
The Undergraduate Academic Standards Committee formulates and reviews guidelines and processes for undergraduate academic standards. The Committee will meet jointly with the Graduate Curriculum and Academic Standards Committee as needed to define processes for University-wide academic standards policies/issues.

**Responsibilities**
The following are specific responsibilities of the Undergraduate Academic Standards Committee:

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.

Approved by the Board of Trustees December 10, 2014
3. Reviewing and making recommendations regarding policies related to the undergraduate advising system and their impact on academic standards.
4. Reviewing and evaluating as needed policies for awarding undergraduate transfer credit.

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. To communicate Committee actions, the minutes of each meeting are to be posted to SharePoint for other interested parties. A staff member will serve as recorder.

**Membership**
Voting members: one elected faculty member from each of the five academic areas (Arts and Humanities, Social Sciences, Natural Sciences and Math, 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). Members from the CAS will be elected in odd numbered years; members from SEL and SBM will be elected in even numbered years.

**Chair**
The Chair of the Undergraduate Academic Standards Committee for the following academic year is chosen at the last meeting of the spring semester, from among the currently serving members of the committee.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting. This entails two postings, the actions private to the committee and those open to view by the larger community.
- Submitting an annual report to the provost.

3. **Graduate Academic Standards and Curriculum Committee**

**Charge**
The Graduate Academic Standards and Curriculum 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 in regard to graduate programs. The Committee
formulates guidelines for academic standards, student academic regulation, the learning environment, and learning related services as specified below.

The Graduate Academic Standards and Curriculum Committee will have joint meetings with the Undergraduate Curriculum Committee or with the Undergraduate Academic Standards Committee as needed to define process for the university-wide curriculum or academic standards policies/issues. Changes to curriculum or to academic standards which would significantly affect university-wide policies/issues include, but are not limited to: enhancement of learning, centrality to the mission and values, effective communication and participation, and efficiency and fiscal responsibility.

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 in Appendix D.

1. Regarding the process for initiating a new graduate program, see Appendix D.
2. Regarding the process for reorganizing or terminating a major or academic program, see Appendix D.
3. Regarding substantial change in a major or academic program, see Appendix D.
4. Regarding teach-out policy for program discontinuance, see Appendix D.

Responsibilities

The Graduate Academic Standards and Curriculum 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.

The Graduate Academic Standards and Curriculum Committee meets at least once monthly during the academic year. The Committee may schedule meetings in June and in August, as needed, to address any student petitions requiring consideration before the upcoming term or semester. The Chair is elected by the seven voting 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.

Committee actions that pertain to issues of standards include:

1. Reviewing and making recommendations on policies regarding graduate student academic standards, admission, retention, probation, dismissal, and readmission.
2. Deciding borderline and appeal cases concerning admission, probation, dismissal and readmission of graduate students.

Approved by the Board of Trustees December 10, 2014
3. Reviewing and making recommendations regarding policies related to the graduate advising system and their impact on academic standards.
4. Annually reviewing and evaluating policies for awarding graduate transfer credit.
5. Reviewing and making recommendations for policies and procedures for thesis/grant/capstone projects, standards for research, legal and ethical issues regarding research, and human participants policy.
6. Assuring that policies pertaining to standards reflect respect for human rights and integrity.
7. Initiating whatever action is necessary to fulfill its duties and responsibilities.

Committee representatives are expected to discuss major proposals with members of their Departments or Programs, 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 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.

**Membership**

Voting members of the Graduate Academic Standards and Curriculum 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 and Math, Business and Management, and Education and Leadership). Additional voting members include the registrar and one graduate student selected on a rotating basis by program each year. An academic dean (without vote) serves as the provost’s representative on the committee. Members from the CAS will be elected in odd numbered years; members from SEL and SBM will be elected in even numbered years. Additional members/guests may be added in consultation with the committee chair and provost. People who have had relevant expertise as required by the committee are invited to attend without vote. A staff member will serve as recorder.

Graduate Academic Standards and Curriculum Committee members are full-time faculty currently teaching in the represented graduate and post-baccalaureate programs/departments. Terms are for two years.

**Chair**

The Chair of the Graduate Academic Standards and Curriculum Committee for the following academic year is chosen at the last meeting of the spring semester, from among the currently serving members of the committee.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.

Approved by the Board of Trustees December 10, 2014
• Reviewing the charge and description of the committee with the committee at the first meeting of the year.
• Establishing agenda and convening meetings.
• Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting. This entails two postings, the actions private to the committee and those open to view by the larger community.
• Submitting an annual report to the provost.

4. Faculty Development Committee

Charge
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.

Responsibilities
The following are specific responsibilities of the Faculty Development Committee:

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, developing and 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. Organizing colloquia to enable faculty members to share the results of their research with the University community.
5. Working with the Office of the Provost to help secure new resources that will promote faculty development. Faculty are also encouraged to seek funds that will promote their scholarly pursuits.
6. Establishing the policies for and overseeing the selection of candidates to fill the Sister Catharine Julie Cunningham Chair.
7. Canvassing for and overseeing annually the selection of the candidate for Sister Catharine Julie Cunningham Memorial Teaching Project Award.
8. Canvassing for and overseeing the selection of a candidate to attend the annual Collegium: A Colloquy on Faith and Intellectual Life.
9. Annually advises the provost on the selection of topics, guest speakers and the logistics of presentations for Professional Development Day.
10. Initiating whatever action is necessary to fulfill its duties and responsibilities and recommending institutional changes and improvements needed to accomplish its aims, including contributing to Strategic Plan initiatives.

Approved by the Board of Trustees December 10, 2014
**Membership**
Members of the Committee are: five faculty members elected by each of the five academic areas (Arts and Humanities, Social Sciences, Natural Sciences and Math, 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 meet at least once monthly and at other times at the request of its Chair.

**Chair**
The Chair of the Faculty Development Committee for the following academic year is chosen at the last meeting of the spring semester, from among the currently serving members of the committee.

The responsibilities of the Chair include:

- Mentoring of new committee members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the provost.

5. **Committee on Rank and Tenure**

**Charge**
The Committee on Rank and Tenure is responsible for policy development and implementation related to faculty promotion, evaluation, and status. The committee makes recommendations to the provost concerning personnel actions such as promotion in rank, advancement to tenure, and the granting of sabbaticals. As part of this process, the committee reviews and evaluates faculty portfolios and sabbatical proposals and provides recommendations for promotion and/or tenure and sabbatical leave. The committee provides feedback for third-year review candidates before they apply for either promotion or tenure. The committee also makes recommendations for appointment of full-time faculty as Professor Emeritus/Emerita and part-time faculty as Senior Lecturer. A majority vote is used in the decision-making process (as specified in the *Faculty Handbook*).
Responsibilities

1. **Sabbatical:** The Committee on Rank and Tenure holds an orientation meeting for eligible faculty members, reminds the faculty of due dates, reviews and evaluates all proposals, and after extensive analysis and discussion, develops recommendations and submits them to the provost.

2. **Promotion/tenure:** The committee holds an orientation meeting for eligible faculty members, reminds the faculty of due dates, reviews and evaluates all portfolios, and after extensive analysis and discussion, develops recommendations and submits them to the provost. The committee submits recommendations for tenure by February 1 and recommendations for promotion by March 1. The committee provides written notification of the decision to candidates who are not recommended within 10 working days (approximately February 15 for tenure and March 15 for promotion).

3. **Senior Lecturer:** The committee reminds faculty of due dates, reviews and evaluates portfolios, develops recommendations and submits them to the provost.

4. **Professor Emeritus/Emerita:** The committee reminds faculty of due dates; reviews and evaluates portfolios, develops recommendations and submits them to the provost.

5. **Honorary Degree:** The committee reviews nominations for honorary degrees. After extensive analysis and discussion, the committee develops recommendations and submits them to the provost.

Membership

The Committee on Rank and Tenure includes five members elected at large by the faculty. Each member serves for a term of two years and may stand for re-election for only one additional consecutive term. No more than one non-tenure track member may serve on this committee. The Executive Director of Human Resources assists the committee in its work by providing a historical perspective, accurate hiring and service data, and administrative support.

Chair

The Chair of the Committee on Rank and Tenure for the following academic year is chosen at the last meeting of the spring semester, from among the currently serving members of the committee.

The responsibilities of the Chair include:

- Mentoring of new committee members.
- Reviewing the charge and description of the committee with members at the first meeting of the year.
- Establishing agendas and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting. This entails two postings, the actions private to the committee and those open to view by the larger community.
- Submitting an annual report to the provost.

Approved by the Board of Trustees December 10, 2014
• Ensuring compliance with timeline and procedural requirements for each type of personnel recommendation.
• Conducting workshops for faculty related to preparing portfolios.

C. Councils, advisory to administrator. Any changes to this section require the approval of the administrator being advised.

1. President’s Council

Charge
The President’s Council is an institutional level body designed to facilitate strong communication among the various constituencies of the campus. The council is intended to ensure that issues are addressed timely, by the right institutional personnel and governance, with necessary consultation and input.

Responsibilities
The following are specific responsibilities of the President’s Council:
1. To provide a communication vehicle from constituency groups to the administration of any matters of concern.
2. To provide a communication vehicle for administration to seek input from constituencies on matters of interest.
3. To provide a venue to discuss process concerns and specifically the routing and approval process for matters that do not have a natural governance home.
4. To vet and make recommendations to the president on any policy proposals which have institutional impact but no other vehicle for seeking institutional level input.
5. To review and make recommendations to the relevant vice president regarding support unit program reviews.

Membership
All members are voting members.
1. President
2. Provost
3. Vice President for Finance and Administration
4. Vice President for Enrollment Management
5. Vice President for Advancement or designee
6. Executive Director, Human Resources
7. President, Faculty Senate
8. Chair, Staff Assembly
9. President, Associated Students
10. Dean of Students
11. Dean, College of Arts and Sciences
12. Dean, School of Business and Management
13. Dean, School of Education and Leadership
14. Associate Provost

Approved by the Board of Trustees December 10, 2014
Chair
The Chair of the President’s Council is the president or designee.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the president.

2. Provost’s Council

Charge
The Provost’s Council serves as advisory to the provost to inform his/her evaluation of all dimensions of the university academic program for which the provost is responsible. The purpose of this Council is to assist in the monitoring of academic affairs and the planning and approval process for academic change. Under the NDNU organizational structure, the president operationally delegates authority to the provost to oversee the quality of all University academic units and their programs. As a practical matter, and as stated in the governance principles of this Handbook, this responsibility is shared with governance bodies and the academic deans. The provost, however, is ultimately responsible for ensuring that all programs are consistent with the mission of NDNU, financially viable, and capable of maintaining outstanding academic quality. He/she seeks the best advice available from faculty and academic administrators in fulfilling this responsibility.

Responsibilities
The responsibilities of the Provost’s Council include:

1. Reviews and advises on any submissions recommending new academic initiatives in concept and provides feedback to authors regarding viability or potential prior to investment of significant time or resources.
2. The Council reviews and advises on proposals generated by any of the university standing committees or deans concerning new undergraduate and graduate degree offerings, new majors, new minors, new academic certificates or concentrations, new departments, substantive changes in academic programs and/or in the delivery of those programs, and to changes in one area of the university that have implications for other departments, schools, or colleges.
3. Reviews and revises any recommendations coming forward for program discontinuation. Assures that any discontinued programs are in compliance with internal policies concerning teach-outs and student accommodation.
4. Supports the provost in ensuring sound academic program development and maintaining programmatic excellence throughout the university.

Approved by the Board of Trustees December 10, 2014
5. Conducts annual and periodic reviews of the Faculty Handbook.
6. Brings forward Faculty Senate decisions and actions for discussion and advisement.
7. Reviews and advises with regard to academic policy and procedure.

**Membership**
1. Provost (Chair)
2. Associate Provost
3. Dean, College of Arts and Sciences
4. Dean, School of Business and Management
5. Dean, School of Education and Leadership
6. Registrar
7. Chair, Undergraduate Curriculum Committee
8. Chair, Undergraduate Academic Standards Committee
9. Chair, Graduate Standards and Curriculum Committee
10. Faculty, College of Arts and Sciences
11. Faculty, School of Business and Management
12. Faculty, School of Education and Leadership
13. President, Faculty Senate

**Chair**
The Provost’s Council is chaired by the provost or his/her designee. The responsibilities of the chair include:

- Work closely with the President of the University and the President of the Faculty Senate on Council appointments and establishing agenda.
- Mentor new members.
- Convene meetings.
- Communicate Council recommendations to the president and the Board of Trustees and, where appropriate, any disagreements with Council recommendations along with rationales.
- Ensuring that approved minutes of all Council meetings are posted on SharePoint.
- Submitting an annual report on Council proceedings and actions to the president.

3. **Planning Council**

**Charge**
The Planning Council is the central advisory body that guides the University in academic planning to assure its future. The overall charge to the Planning Council is to develop strategies to meet the mission, goals, and objectives of NDNU through its academic and co-curricular programs. It operates in consultation with campus constituencies and with significant faculty involvement, working to create a culture of evidence-based decision making through systematic examination of quantitative and qualitative data. It strives to determine the University’s comparative advantages in an ever-changing environment; and place educational effectiveness, student learning, and academic program excellence

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as core values guiding strategic thinking. The Planning Council focus is on the future: the long-term viability and academic excellence of NDNU.

The University President is the chief planning and budgeting officer of NDNU and, as such, approves the Council membership, designs the annual charge to the Council, and receives recommendations and reports from the Chair, after input from the Council to the Chair. The Chair is responsible for the approval and submission of the final Academic Plan to the University President; the University President, after thorough review, then forwards the Academic Plan, with adjustments as necessary, to the Institutional Strategy Steering Commission. The Academic Plan serves as the core of the Strategic Plan.

The Council informs the provost as the chief academic officer regarding the future and the core strategy of the University as an academic institution.

**Responsibilities**

The following are specific responsibilities of the Planning Council:

1. Develops and monitors the University’s Academic Plan.
2. Translates the Academic Plan into specific strategies and tactics for action.
3. Aligns and monitors metrics and key performance indicators (KPIs) with academic strategies and tactics in consultation with deans and budget managers.
4. Evaluates recommendations from other councils, including Diversity, Retention, Mission Integration, Assessment, and Student Affairs for fit and strategic importance.
5. Generates and refines prioritized list of academic and co-curricular (programmatic) fundraising needs.
6. Reviews institutional research, external comparative data, external scanning, changing environment of higher education and market conditions, and potential new academic programs for impact on strategic thinking and direction in order to assure the university’s comparative advantages.
7. Monitors effectiveness of the planning processes and recommend improvements to the president. Documents planning processes in alignment with WASC standards.

**Membership**

Members are selected as indicated below. Chair is appointed by the president. Elected members are affirmed for membership by the Chair. All members are voting members.

1. Provost (Chair; selected by the president)
2. Vice President for Finance and Administration (or designee - ex-officio)
3. Director, Institutional Research (ex-officio)
4. Dean of Students (ex-officio)
5. Faculty Senate President (one-year term; elected by the faculty)
6. Faculty, College of Arts and Sciences (Arts and Humanities; two-year term; elected by Arts and Humanities faculty)

Approved by the Board of Trustees December 10, 2014
7. Faculty, College of Arts and Sciences (Social Sciences; two-year term; elected by Social Sciences faculty)
8. Faculty, College of Arts and Sciences (Natural Sciences; two-year term; elected by Natural Sciences faculty)
9. Faculty, School of Business and Management (two-year term; elected by School of Business and Management faculty)
10. Faculty, School of Education and Leadership (two-year term; elected by School of Education and Leadership faculty)
11. Dean (Selected by provost; one-year term; may be re-appointed)
12. Staff (one-year term; elected by Staff Assembly)
13. Student (selected by ASNDNU)

**Chair**
The Chair of the Planning Council is the provost.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the president.

4. **Budget Council**

**Charge**
The Budget Council is the central advisory body that guides the University in budgeting to assure prudent use of operating fiscal resources and asset management. The overall charge to the Budget Council is to ensure the ongoing financial health and sustainability of NDNU. Both annual and long-term financial projections and budgeting are key elements of the work of the Budget Council. The Budget Council works in concert with the Planning Council and the Institutional Strategy Steering Commission to ensure the alignment between planning and budgeting. One of its important responsibilities is to inform the processes regarding acceptable financial resources for strategic investment.

The University President is the chief planning and budgeting officer of NDNU and, as such, approves the Council membership, designs the annual charge to the Council, and receives recommendations and reports from the Chair, after input from the Council to the Chair. The Chair is responsible for the approval and submission of a final budget to the University President to consider; the University President, after thorough review, then forwards the budget, with adjustments as necessary, to the Board of Trustees for approval.
The Council informs the Vice President for Finance and Administration as the chief financial officer regarding the resource requirements necessary to sustain and improve the relative net asset position of the University in concert with its educational mission and its strategic plan.

**Responsibilities**
The following are specific responsibilities of the Budget Council:

1. Recommends the annual operating budget. Aggregates relevant budget projections from other plans (e.g., Enrollment, Tuition and Fees, Development, Human Resources) to inform and facilitate alignment of planning and allocation for a three year horizon.
2. Evaluates financial projections from revenue centers.
3. Reviews university-level financial statements and evaluates cost and contribution analyses. Monitors key ratios.
4. Evaluates comparable institutions (e.g., cohort) with respect to financial results and compares them with NDNU’s performance.
5. Considers financial policies and procedures.
7. Provides projection of available resources and business analysis of programmatic opportunities for strategic investments.

**Membership**
Members are selected as indicated below. Chair is appointed by the president. Elected members are affirmed for membership by the Chair. All members are voting members.

1. Vice President for Finance and Administration (Chair)
2. Vice President for Enrollment Management (Chair of Tuition and Fees Task Force)
3. Provost (or designee, Associate Provost)
4. Director of Office of Planning and Budgeting
5. Executive Director of Human Resources (Chair of Salaries and Benefits task force)
6. Faculty Senate President
7. Faculty, College of Arts and Sciences (Arts and Humanities; two-year term; elected by A&H faculty)
8. Faculty, College of Arts and Sciences (Social and Behavioral Sciences; two-year term; elected by SS faculty)
9. Faculty, College of Arts and Sciences (Natural Sciences; two-year term; elected by NS faculty)
10. Faculty, School of Business and Management (two-year term; elected by SBM faculty)
11. Faculty, School of Education and Leadership (two-year term; elected by SEL faculty)
12. Dean (selected by Provost)
13. Staff (one-year term; elected by Staff Assembly)

Approved by the Board of Trustees December 10, 2014
14. Student (selected by ASNDNU)

**Chair**
The Chair of the Budget Council for the following academic year is the Chief Financial Officer.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the president.

5. **Assessment Council**

**Charge**
The overall charge of the Assessment Council is to foster an understanding of assessment and its important role in a learning-centered university and to encourage assessment practices that contribute to the improvement of student learning and institutional effectiveness.

The Assessment Council functions to serve as a resource for improving academic (curricular and co-curricular) assessment processes at NDNU for the purpose of enhancement and documentation of student learning outcomes. The Assessment Council also serves as the steward for the assessment of institutional outcomes.

The Council operates in accordance with the values of NDNU and is guided by the principle of assessment as a means for improvement of the quality of student learning/success and institutional effectiveness. The Council is advisory to the provost.

**Responsibilities**
The following are the responsibilities of the Assessment Council:

I. **Assessment of Institutional Learning Outcomes (ILOs)**
2. Develop tools for assessment of ILOs, oversee assessment, report back assessment results to the larger university community, and make recommendations for university action to improve student learning.
3. Review university-wide assessment reports (e.g., NSSE, FSSE, SSI), along with other measures for reviewing institutional student learning outcomes.
4. Evaluate the effectiveness of the assessment methods and tools for institutional student learning outcomes.
5. General Education  
   a. Review results of 6-year program reviews of General Education and make recommendations for improvement of assessment process.  
   b. Ensure assessment of General Education courses is included in the Academic Program Review and Program-level assessment processes.  
6. Review results of Student Learning Outcome Assessment for the Core-curriculum (First Year Experience and Freshman Foundation Courses) and make recommendations for improvement of assessment processes.

II. Assessment of Program-level Learning Outcomes (PLOs)  
1. Work with department chairs/program directors and deans to facilitate submission of program-level assessment plans, assessment proposals, and assessment reports. On-time submission of assessment plans, proposals, and reports is tracked and enforced by the dean.  
2. Review assessment plans, proposals, and reports; request departments to address recommendations for improving program assessment processes.  
3. Assist faculty in the development of direct and indirect assessment methods for student learning in the disciplines.  
4. Make recommendations to other campus committees for integrating assessment into program reviews and into academic, strategic, and budget planning.  
5. Review assessment results related to information literacy and make recommendations for improvement of assessment processes related to this learning outcome.

III. Co-Curricular Learning Assessment  
1. Assist faculty and staff in student affairs and other co-curricular programs in the development of direct and indirect assessment methods for student learning in co-curricular programs.  
2. Review results of studies and analyses of student success, drawing from data on retention and graduation rates, disaggregated by student type and by program, and from campus climate information, among other methods. Analyze data in comparison to similar institutions.  
3. Make recommendations to appropriate campus units and committees for improving assessment of co-curricular learning.

IV. Faculty and Staff Development for Enhancement of Assessment Practices  
1. Maintain knowledge of assessment of student learning.  
2. Engage colleagues in shared conversations about student learning and assessment; Sponsor periodic Assessment Summits (best practices in assessment).  
4. Encourage the scholarship of teaching and assessment.

Approved by the Board of Trustees December 10, 2014
V.  

Program Evaluation: Assessing the Assessment Program

1. Maintain knowledge of WASC requirements for assessment of student learning in curricular and co-curricular programs and ensure assessment processes are consonant with accreditation standards.

2. Report the use of assessment and specific changes for documentation of the university’s commitment to institutional quality and evidentiary-based decision making.

3. Evaluate the effectiveness of the university’s assessment activities and make recommendations to administration for improvement, including processes for academic program review and support unit reviews.

Membership

The Assessment Council is comprised of Assessment Coordinators/members representing each of the disciplinary clusters from the College/Schools, the Library, Student Affairs, and Institutional Research. Assessment Coordinators are selected by processes established within the schools/college/unit and as approved by the dean in consultation with the provost. The provost selects the Council Chair. For continuity of assessment initiatives, membership is not governed by a specified appointment term.

1. Council Chair
2. Director of Institutional Research
3. One faculty member from College of Arts and Sciences/Arts and Humanities
4. One faculty member from College of Arts and Sciences/Natural Sciences
5. One faculty member from College of Arts and Sciences/Social Sciences
6. One faculty member from School of Business and Management
7. One faculty member from School of Education and Leadership
8. One staff member from Student Affairs
9. One faculty member from the University Library

Ex-officio Members:

1. Chair, Undergraduate Curriculum Committee
2. Chair, Graduate Academic Standards and Curriculum Committee
3. Deans (Deans serve as leaders for the assessment of student learning and the effectiveness of programs within their college/schools and for institutional learning outcomes. They serve as a resource to the Assessment Council and may attend meetings as requested by the Council or as they may initiate in support of an effective university-wide assessment program.)
4. Provost
5. Associate Provost. The Associate Provost serves as a resource to the Assessment Council, supporting its works and ensuring compliance with WASC accreditation requirements.

Approved by the Board of Trustees December 10, 2014
Chair
The Chair of the Assessment Council for the following academic year is appointed by the provost.

The responsibilities of the Chair include:

- Mentoring of new committee members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Ensuring submission and review of annual ILO and PLO assessment reports.
- Submitting an annual report to the provost.

6. Retention Council

Charge
Advisory to the provost and Planning Council, and under the direction of the Vice President for Enrollment Management, the Retention Council is charged with developing a comprehensive retention plan for NDNU, with current and new efforts coordinated through the Office of Retention. As such, the Retention Council will review data related to enrollment, persistence/attrition, and satisfaction and will recommend specific further evaluation based on data. The Council will evaluate institutional processes, policies, and support structures and will recommend implementation of new efforts or modification of existing efforts.

Responsibilities
The following are specific responsibilities of the Retention Council:

1. To identify critical factors that are contribute to retention and reduce attrition at Notre Dame de Namur University (NDNU).
2. To develop and implement a retention plan that identifies programs, services, or attitudes that merit immediate and long term action.
3. To outline priorities for data collection, program development, policy and program changes to improve student retention.
4. To centralize student data collection for analysis and action planning.
5. To set retention goals and develop a retention model for each student type in order to help boost overall enrollment and improve student success.

Approved by the Board of Trustees December 10, 2014
Membership
Membership of this council is rooted in the need to connect members of the campus who bring knowledge and expertise from various areas, in order to identify and address issues of student retention at NDNU. Each and every person, service, and process on campus, and an innumerable number of student experiences can have an effect on student retention. Collaboration and open, ongoing discourse is more valuable than isolated, individual efforts and will allow us to best serve our students.

Membership is compromised of the following constituents or their designees:
1. Director of Retention and Student Success (Chair)
2. Dean of Students
3. Director of Institutional Research
4. Director of the Academic Success Center
5. Director of Athletics
6. Director of Student Life and Leadership
7. Registrar
8. Business Office Manager
9. Dean’s Representative
10. Up to 3 Faculty Representatives, recommended by Faculty Senate, appointed by provost
11. Student Representative, appointed by ASNDNU
12. Staff Representative, appointed by Staff Assembly
13. Others by invitation

Chair
The Chair of the Retention Council for the following academic year is appointed by the Vice President for Enrollment Management.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the Vice President for Enrollment Management and provost.

7. Diversity Council

Charge
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 provost and president on all matters and issues of
diversity, facilitate and promote ongoing opportunities for campus-wide discussion relating to diversity, create an environment which fosters behaviors that model an 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.

The Diversity Council meets regularly during the academic year to advise the provost and president on ways to implement a comprehensive program for the development of a multi-racial, multi-cultural college community.

**Responsibilities**
The following are specific responsibilities of the Diversity Council:

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.
3. Make proposals with appropriate budget requests where there is perceived to be a mismatch between mission and policy, between policy and practice, and/or between practice and consequences.

**Membership**
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.

1. Director, Office of Diversity (Chair)
2. Faculty
3. Faculty
4. Faculty
5. Faculty
6. Staff (Human Resources)
7. Staff (Student Affairs )
8. Staff
9. Student ASNDNU Undergraduate Day Programs
10. Student ASNDNU Intensive Evening/Graduate Programs
11. Student ASNDNU Cultural Club representatives
12. Associate Provost/Provost (ex officio)

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.

Approved by the Board of Trustees December 10, 2014
Chair
The Chair of the Diversity Council for the following academic year is appointed by the provost.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the provost and president.

8. Mission Integration Council

Charge
The purpose of the Mission Integration Council is to encourage integration of the mission of Notre Dame de Namur University into the curriculum, co-curriculum, and the working life of the University. Such integration will include the mission, vision, core values, Hallmarks of a Notre Dame Learning Community, the history and charism of the Sisters of Notre Dame de Namur, Catholic social teaching, and the Catholic intellectual tradition. The Council can find many ways to encourage such integration from sponsoring Founders’ Day to identifying resources to mentoring. The Council serves as advisory to the president through its chairs.

Responsibilities
The council will meet regularly during the academic year to advise the president with respect to its charge. Tasks include:

1. Be aware of and periodically assess mission awareness and integration on the NDNU campus across all realms; work to strengthen any areas where further mission development is needed/possible.
2. Assess and provide opportunities for the mission education, integration and Catholic identity in academic and co-curricular realms on campus.
3. Provide opportunities for mission education and the application of mission in the workplace and in one's life for faculty and staff.
4. Consult with other committees and councils that are working on tasks involving mission education, integration and Catholic identity.
5. Coordinate an annual university-wide Founder's Week celebration.
6. Review NDNU's statement of Catholic Identity bi-annually or at the request of the president.

Approved by the Board of Trustees December 10, 2014
**Membership**

The membership will represent a wide spectrum of campus constituencies and is intended to be established as two-year rotating terms; groups to be considered include:

1. Faculty (5, by college/schools, preferably including rep from Religious Studies)
2. Student Affairs Staff (3, with liaison to Office of Mission and Spirituality)
3. Staff at large (2, with one alternate)
4. Students (3, with liaison to Student Spirituality Team)
5. Sisters of Notre Dame (2-3)

Membership will integrate with the Hallmarks Committee and Catholic social teaching study group. The president appoints the members on recommendations from the current council, deans, and provost.

**Chair**

The Chair of the Mission Integration Council for the following academic year is appointed by the president.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the president.

9. **Library Council**

**Charge**

The Library Council facilitates partnerships between the Library, its academic clientele, alumni, and community members. The Council serves as a forum for the development of vision and strategy to ensure that the Library continues to fulfill the information needs of the University community now and into the future. Members serve as advisors to the Library Director on key issues in support of the Library’s mission and goals.

**Responsibilities**

The Library Council will consider trends relevant to academic libraries, evaluate issues, and provide support for Library initiatives. This includes ideas for innovations, feedback for the Library’s formal program review, and recommendations on funding necessary for quality collections, instruction, staffing, services, and infrastructure. Council members develop Library visibility by communicating their perspectives as Library advocates in university decision-making groups and throughout the community. Members are responsible for attending two annual Council meetings and individual consultations with the Library Director as needed.

Approved by the Board of Trustees December 10, 2014
Membership
The Library Council is composed of a diverse group of students, faculty, staff, and community members who are committed to being engaged with the Library and dedicated to playing an important role in furthering its mission.

The membership includes community members, student representation from the Library Subcommittee of ASNDNU (undergraduate and graduate), faculty members representing the University’s college and schools (i.e., College of Arts and Sciences, School of Business and Management, and School of Education and Leadership), one staff member, one library faculty member, and the Library Director.

Members are recommended for appointment by the Library Director and reviewed before being offered membership by the provost and Vice President for Advancement. Student members will be appointed by the Library Director in consultation with the President of ASNDNU. Council members will serve two-year terms and are eligible for re-appointment for two additional terms. Members who have served three terms typically leave the Library Council for one year before being eligible for re-appointment.

Chair
The Chair of the Library Council is the Director of Library Services.

Responsibilities of the Chair include:

- Mentoring new Council members.
- Reviewing the charge and description of the Council with members at the first meeting of the year.
- Submitting an annual report to the provost.
- Providing staff support for Council operations.
  - Draft agenda and minutes for review/approval by the Board.
  - Archive agenda, minutes, and related materials on SharePoint.
  - Provide logistical arrangements for meetings.

10. Student Affairs Council

Charge
The purpose of the Student Affairs Council is to provide leadership in the development of non-academic policies and procedures; make recommendations about residence and commuter student life, campus safety and security, student handbook, judicial affairs, campus ministry, and support co-curricular initiatives. The Council serves as advisory to the Dean of Students.

Responsibilities
The responsibilities of the Student Affairs Council include:

1. Review and develop recommendations for Student Affairs policies and procedures.
2. Determine indicators of effectiveness for Student Services.
3. Review annual Effectiveness Improvements Report/ Plans and Progress Reports.

Approved by the Board of Trustees December 10, 2014
4. Evaluate the progress toward meeting goals of the Student Affairs Strategic Plan.
5. Serve as a forum for discussion of issues related to Student Affairs.
6. Encourage exploration with respect to innovations in student learning.
7. Promote opportunities for student leadership and participation in the shared governance process.

**Membership**

The membership of the Council is comprised as follows:

1. Dean of Students, (Chair)
2. Director of Student Life and Leadership
3. Student Affairs Division will elect one Student Affairs Staff Member to serve annually
4. Staff Assembly will nominate and confirm two representatives from the Staff to serve annually
5. Faculty will elect two (2) full-time faculty or senior lecturers from the Faculty Senate
6. ASNDNU will appoint three (3) students in the fall to serve for one academic year; the appointment should reflect residential students, commuter/ intensive student and graduate student populations

**Chair**

The Chair of the Student Affairs for the following academic year is the Dean of Students.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the provost.

11. **Students of Concern Council**

**Charge**

The Students of Concern Council addresses issues related to student behavior and interferences to student success.

**Responsibilities**

The scope of responsibilities of the Students of Concern Council includes:

1. To identify behavioral concerns on campus.
2. To get to students before they slip through the cracks; salvage academic careers.
3. To provide support and follow-up as necessary.

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4. To work with students who are not attending class.
5. To address demonstrations of inappropriate behavior that do not get addressed by the conduct system.
6. To address serious health issues.
7. To address mental health concerns; behavioral intervention.
8. To encourage students to use support services and follow up with them.

**Membership**
The council is comprised of staff and faculty including the following:

1. Dean of Students
2. Director of Counseling and Health Services
3. Director of Public Safety
4. Director of the Student Life and Leadership Office
5. Assistant Director of the Student Life and Leadership Office
6. Conduct Coordinator
7. Director of Spirituality
8. Coordinator for Health Services and Education
9. Director of the Academic Success Center
10. Director of Retention and Student Success
11. Two faculty members

**Chair**
The Chair of the Students of Concern Council for the following academic year is appointed by the Dean of Students.

The responsibilities of the Chair include:

- Mentoring of new committee members and particularly student members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting. This may entail two postings, the actions private to the committee and those open to view by the larger community.
- Submitting an annual report to the provost.

**12. Safety Council**

**Charge**
The Safety Council meets to review all incidents in accordance to the California Code of Regulations, Title 8, Section 3203, Injury and Illness Prevention Program (IIPP). This review includes providing feedback to supervisors, department managers and senior administrators on promoting campus safety and preventing or mitigating hazardous conditions/incidents in the future.

Approved by the Board of Trustees December 10, 2014
**Responsibilities**
The responsibilities of the Safety Council include:

1. Meet regularly, but not less than quarterly per academic year.
2. Review all departmental accident/incident reports involving any person associated with the university, such as staff, faculty, students, visitors, guests, contractors, and subcontractors. Provide recommendations for preventing or mitigating the situation or conditions that led to the accident.
3. Review all departmental injury/incident reports involving any person associated with the university, such as staff, faculty, students, visitors, guests, contractors, and subcontractors. Provide recommendations for preventing or mitigating the conditions that led to the injury in the future.
4. Review all policies associated with the IIPP and the health and safety of the university community.
5. Recommend to department directors training designed to minimize the risk of injury or accidents.
6. Serve as the review and repository for reports of all OSHA related incidents to ensure compliance.
7. Identify and evaluate workplace hazards by conducting scheduled periodic safety inspections.
8. Submit recommendations to assist in the evaluation/implementation of employee safety suggestions.

**Membership**
The following positions serve as members of this Council:

1. Director of Public Safety (Chair)
2. Director of Facilities
3. Director of Human Resources or designee
4. Assistant Director of Student Life and Leadership
5. Health Services and Education Coordinator
6. Environmental Safety Officer

**Chair**
The Chair of the Safety Council is the Director of Public Safety.

The responsibilities of the Chair include:

- Mentoring of new committee members.
- Reviewing the charge and description of the committee with the committee at the first meeting of the year.
- Establishing agenda and convening meetings.
- Ensuring that approved minutes from all meetings are posted to SharePoint after each meeting.
- Submitting an annual report to the provost and the CFO.

Approved by the Board of Trustees December 10, 2014
13. School of Education and Leadership Advisory Council

**Charge**
The charge of the Advisory Council is a requirement from the California Commission on Teacher Credentialing (CTC). It serves two purposes:

- The Council serves as a mechanism for the School of Education and Leadership to provide school districts and the County Office of Education information on new California state policies, procedures, laws and trends, and how these affect both credentials and K-12 entities.
- It also provides a forum for feedback from the K-12 community to the School of Education and Leadership about the progress and the accomplishments in each of the credential programs.

The Council is only an advisory group; it does not have a governance function for the university, but it does fulfill a requirement from the CTC.

**Responsibilities**
The Advisory Council currently meets yearly, in the fall to discuss common issues related to teacher preparation and K-12 education. Presentations and discussions center around program plans, student teaching/interning, K-12 needs, state standards (e.g. Common Core Standards) and their implementation, CTC accreditation, resources, marketing, new programs in particular, and future plans for teacher preparation in relationship to K-12 education.

**Membership**
The membership of the Advisory Council consists of principals of the districts in which the School of Education and Leadership has student teachers/interns, along with the superintendents, associate superintendents, and specialized program directors of those districts, and county office of education superintendents and other county office staff. The Advisory Council meets annually. Although there are roughly 128 school district and county office of education personnel on the invitation list, there are generally between 25-40 attendees at these yearly meetings.

**Chair**
The dean functions as the Chair of the Council and facilitates the large group discussions, and the Program Directors facilitate their credential and/or program discussions (e.g. Multiple Subject credential program).

The dean’s responsibilities also involve:
- Staff support for Council operations.
- Draft agenda and minutes for review by Council.
- Schedules meeting rooms and support for logistics for meetings.
- Archives agenda and minutes and other related materials on the G Drive for future CTC accreditation team visits.

Approved by the Board of Trustees December 10, 2014
D. **Grievance Process Overview:** *This section provides an overview of the grievance processes. Any changes to the grievance processes themselves require recommendation of the body served and approval by the president and/or board after legal review.*

Notre Dame de Namur University recognizes and endorses the importance of an effective policy for employees and students to resolve differences. The most satisfactory solution to an issue is usually a prompt and open discussion between the employee or student and the other party. However, in cases where such a discussion is not possible or one of the parties feels uncomfortable holding such a discussion, the employee or student has the right to use the university’s grievance procedures.

The grievance procedures are designed to allow for conflict or dispute resolution among employees and students and between employees or students and managers by establishing a formal, nonjudgmental process through which grievances may be aired, discussed and resolved. Complete details of the grievance procedures are enumerated in the Faculty Handbook [http://www.ndnu.edu/files/human-resources/faculty-handbook-p1.pdf](http://www.ndnu.edu/files/human-resources/faculty-handbook-p1.pdf), the Employee Handbook for Administration and Staff [http://www.ndnu.edu/files/human-resources/staff-handbook.pdf](http://www.ndnu.edu/files/human-resources/staff-handbook.pdf) and the Student Handbook. [http://www.ndnu.edu/campus-life/student-handbook.aspx](http://www.ndnu.edu/campus-life/student-handbook.aspx)

As noted, an employee or student who has a grievance with a supervisor or another employee or student is encouraged to attempt to resolve the conflict through informal discussion. However, the grievant has the right to bring to matter to the attention of either the Executive Director of Human Resources or the appropriate ombudsperson. The university has three ombudspersons, representing the faculty, staff, and students, approved by the president and trained in conflict resolution techniques.

Through meetings and one-on-one discussions, the ombudsperson attempts to resolve differences among parties by acting as a neutral mediator and advisor. Should those efforts fail, a grievance committee is convened and conducts a formal hearing to resolve the dispute and render a judgment. Both parties must agree to any judgment the committee renders. If either party objects to the committee’s ruling, that party has the right of appeal to the president. If either party disagrees with the president’s decision, an appeal may be made to the Board of Trustees.

Approved by the Board of Trustees December 10, 2014
VII. Administrative Organization. *Any changes to this section require the approval of the overseeing administrator.*

A. Academic Organization
Notre Dame de Namur University comprises the College of Arts and Sciences, the School of Business and Management, and the School of Education and Leadership. The College of Arts and Sciences comprises three divisions: Arts and Humanities, Natural Sciences, and Social and Behavioral Sciences. Each school or college is directed by a dean.

B. Administrative/Support Unit Organization
There are five administrative divisions of the university, directed by senior administrators responsible for their operations. Together with the Director of Human Resources, these senior administrators form the President’s Cabinet, which has operational responsibility for the university and for advising the president on matters of policy.

- The President’s Office, directed by the president
- The Office of Academic Affairs, directed by the provost
- The Office of Finance and Administration, directed by the Vice President for Finance and Administration
- The Office of Enrollment Management, directed by the Vice President for Enrollment Management
- The Office of Advancement, directed by the Vice President for Advancement

Approved by the Board of Trustees December 10, 2014
## Appendix B: Shared Governance Grid

<table>
<thead>
<tr>
<th>Business Oriented Decisions</th>
<th>SND</th>
<th>Board</th>
<th>Board Comm</th>
<th>President</th>
<th>Cabinet</th>
<th>Deans</th>
<th>Chair/Pr Dir</th>
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<th>Faculty Senate</th>
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<th>Staff</th>
<th>Staff Assembl</th>
<th>Council</th>
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Key: AR= Accept/Reject Decision; D=Makes Decision; R=Offers Recommendation; C-Consulted; I=Informed; HA=Hears Appeal
### Appendix B: Shared Governance Grid

<table>
<thead>
<tr>
<th>Academically Oriented Decisions</th>
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Key: AR= Accept/Reject Decision; D=Makes Decision; R=Offers Recommendation; C-Consulted; I=Informed; HA=Hears Appeal
PATHWAY for PROGRAM REVIEWS 
and LINK TO PLANNING and BUDGETING PROCESS
Notre Dame de Namur University

<table>
<thead>
<tr>
<th>REVIEW PROCESS</th>
<th>ACADEMIC PROGRAM REVIEW</th>
<th>SUPPORT UNIT REVIEW</th>
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<td>Academic Affairs Committee</td>
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<td>of the Board of Trustees</td>
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**ACTION PLAN REQUESTS FOR FUNDING?**

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<tr>
<th>Type of Request</th>
<th>Process</th>
<th>Pathway for Review</th>
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<td>Faculty Position</td>
<td>Faculty Allocation Process</td>
<td>Council of Deans → Budget Council</td>
</tr>
<tr>
<td>Staff Position</td>
<td>Staff Allocation Process</td>
<td>Senior Budget Managers → Budget Council</td>
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<td>Operating Budget</td>
<td>Operating Budget Process</td>
<td>Vice President → Vice President Finance and Administration → Budget Council</td>
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<td>Plan for Institutional Initiatives</td>
<td>Planning Council Process</td>
<td>Planning Council → Budget Council</td>
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<td>Strategic Planning Process</td>
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<td>Initiating/Terminating Academic Program</td>
<td>Governance Process</td>
<td>Curriculum Committee → Provost → President → Board of Trustees</td>
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</tbody>
</table>

* The Budget Council develops the operating budget, including available funds for strategic initiatives and other requests. After the Budget Council determines the amount of funds for strategic initiatives, the Planning Council establishes priority for those initiatives and the amount of the available funding, which the Planning Council has decided it requires for those initiatives over the subsequent three fiscal years. Strategic Initiatives may incorporate various types of requests (e.g., staff positions, operating budget).
Appendix D
Curricular Change Processes

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A. Purview of Undergraduate Curriculum Committee and Curriculum Roles of Graduate
   Academic Standards and Curriculum Committee
B. Non-substantial Changes
C. Substantial Changes
D. Substantial Changes to General Education and Institutional Curriculum Requirements
E. Initiating, Reorganizing, or Terminating an Undergraduate Major or Graduate or
   Undergraduate Program
   1. Sequence for Decision Making
   2. Criteria for Evaluation of New Programs
   3. Process for Reorganizing or Terminating a Major or Academic Program
      a. With regard to reorganized programs
      b. With regard to terminated programs
F. Teach-Out Policy for Program Discontinuance

A. Purview of Undergraduate Curriculum Committee and Curriculum Roles of Graduate
   Academic Standards and Curriculum Committee
The Undergraduate Curriculum Committee (UGCC) and Graduate Academic Standards and Curriculum
Committee (GASCC) are responsible for the University's undergraduate curriculum and graduate
curriculum respectively. They approve, evaluate, and ensure the quality of the curriculum and determine
academic credit. They review any pending decisions that may impact the curriculum and/or educational
aims of the University.

Curriculum Changes under the purview of the UGCC or GASCC include:
1. Changes to an academic program (degree, major, program, minor, credential, certificate, emphasis or concentration)
2. Changes to General Education Requirements and Institutional Curriculum Requirements.
3. Addition of New General Education (GE) courses, Community Engagement (CE) courses, writing-intensive or writing-across-the-curriculum (WAC) courses, and Cultural Diversity (CDiv) courses.
4. Initiation of programs (including new majors and minors).
5. Reorganization of Programs.
6. Termination of Programs.

Please note that to allow for careful consideration and consultation with members’ constituencies, proposals will be considered at more than one meeting before action is taken. In addition, budget considerations, catalog and schedule preparation, and communication to students require significant lead time. Consult the Academic Calendar for dates and times of scheduled UGCC and GASCC meetings.

B. Non-Substantial Changes

Non-Substantial Changes to an academic program include:
1. Changes to academic programs that do not add to the total number of units required and that do not significantly impact other academic programs.

Approved by the Board of Trustees December 10, 2014
2. Changes in a course designation (e.g. from lower division to upper division) that do not significantly impact other academic programs.
3. Small expansions of the list of courses that may be used to fulfill an academic program requirement or elective as determined by the chair or program director.

Most “Non-Substantial Changes” require notification of the appropriate curriculum committee(s) and the provost. This notification might include:
   1. Description of the change.
   2. Academic reasons for the change.
   3. Enrollment and marketing reasons for the change.
   4. Proposed catalog copy.

C. **Substantial Changes**
All “Substantial Changes” to the curriculum must be approved by the appropriate curriculum committee(s), the president (after recommendation from the provost), and, in most cases, the Board of Trustees. In addition, “Substantial Changes” that have economic implications for the University must be brought to the attention of the Planning Council and the Budget Council. 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 that matter to the attention of the Chair of the appropriate Committee and the provost.

**Please note:** To allow for careful consideration and consultation with members’ constituencies, Substantial Change proposals will be considered at more than one meeting before action is taken. In addition, budget considerations, catalog and schedule preparation, and communication to students require significant lead time. Consult the Academic Calendar for dates and times of scheduled UGCC and GASCC meetings.

**Substantial Changes to an academic program include:**

1. Adding to or deleting a required course from an academic program (This policy does not apply to replacing a required course with another course);
2. Increasing or decreasing the total number of units required for an academic program;
3. Proposing modifications to an academic program that will increase economic cost of the program (e.g., costs for personnel, facilities, equipment, and materials);
4. Proposing modifications to an academic program that may have an adverse impact on another area of the University (e.g., other academic programs);
5. Changes in the criteria for approving Community-Engagement courses, Diversity Courses, or Writing Intensive Courses;
6. Changes in the total number of units or other requirements in General Education or Institutional Curriculum Requirements;
7. Initiation, reorganization, or termination of an academic program.

**The following steps will be followed when considering a substantial change:**
1. The proposer should meet with appropriate faculty, staff, and administrators while drafting a proposal. Proposals for substantial curriculum changes should be vetted through the program or department and the school dean and the provost should be consulted before the proposals are presented to UGCC or GASCC.

Approved by the Board of Trustees December 10, 2014
The drafted proposal should include:
   a. Description of the change.
   b. Academic reasons for the change.
   c. Enrollment and marketing reasons for the change.
   d. Staffing and budget implications.
   e. Proposed catalog copy.

2. After the proposal has been fully vetted, it is submitted to the chair of UGCC or GASCC, which examines the proposal in its entirety. If data regarding an important consideration are missing, the proposal will be returned to the proposer for further revisions. The initiator of the proposal, the program director or department chair, and the dean are invited to a meeting to discuss the proposal. The committee will devote at least two meetings to discussion before voting to approve or disapprove the proposal.

3. Upon approval by UGCC or GASCC, the appropriate chair forwards all materials to the provost.

4. The provost, in consultation with the Provost’s Council, will review the materials and forward them to the president with his or her recommendation for approval or rejection of the proposal. If the provost does not approve, she/he consults with UGCC or GASCC to explain her/his reservations. The committee may ask the proposer to revise and resubmit the document. With or without resubmission, the provost forwards her/his final recommendation to the president along with the original proposed recommendation and copies the appropriate committee chair and the President of the Faculty Senate.

5. The president considers the proposal for approval. If she supports the proposal, the provost prepares materials for the Board.

6. Upon the Board’s approval of the proposal, the provost's office forwards final catalog copy, and other appropriate documentation to the registrar for implementation. No catalog changes are made without the provost's approval.

D. Substantial Changes to General Education and Institutional Curriculum Requirements
Because General Education and Institutional Curriculum Requirements affect so many constituencies, and are integral to the Mission, Values, and Vision of the University, substantial changes to them are not left under the purview of UGCC alone. A General Education Review Task Force will be commissioned by the UGCC, and the Task Force will regularly update and consult with the UGCC and the Faculty Senate on its progress and direction. If substantive changes have resulting budgetary impact, the General Education Review Task Force will notify the Planning Council and the Budget Council. Changes to General Education or Institutional Curriculum Requirements must be approved by the Faculty Senate as well as the UGCC, the president (after recommendation from the provost), and the Board of Trustees.

E. Initiating, Reorganizing, or Terminating an Undergraduate Major or Graduate or Undergraduate Program
   1. Sequence for Decision Making—Generally, the following steps will be followed when considering a new program or reorganizing or terminating an existing program:
      a. The proposer should meet with appropriate faculty, staff, and administrators while drafting a proposal. Proposals for substantial curriculum changes should be vetted through the program or department and the school dean should be consulted before the proposals are presented to UGCC or GASCC.

      b. Program directors, department chairs, and school deans should ensure that the proposal addresses the mission and strategic plan alignment, potential student market, academic quality, and fiscal sustainability.

Approved by the Board of Trustees December 10, 2014
c. Deans consult with the provost on the approval processes that will be required for such a change, including the deans' consultation with the Vice President for Enrollment Management and the Vice President for Finance and Administration. The provost may consult with the president. Deans give appropriate feedback to proposal initiators and program directors or department chairs.

d. The dean ensures that the proposal meets the requirements for curriculum change (including elements as per WASC accreditation requirements) and includes the following items: a cover memorandum with an overview and rationale of the proposed change, an executive summary (if Board approval is required), current catalog to be replaced or changed (if any) and the proposed new catalog copy for the curriculum change.

e. After the proposal has been fully vetted, it is submitted to the chair of UGCC or GASCC, which examines the proposal in its entirety. If data regarding some criteria are missing, the proposal will be returned to the proposer for further information. The initiator of the proposal, the program director or department chair, and the dean are invited to a meeting to discuss the proposal. The committee will devote at least two meetings to discussion before voting to approve or disapprove the proposal.

f. Upon approval by UGCC or GASCC, the proposal is moved forward to the provost.

g. Following consultation with the Provost’s Council, the provost will forward her/his recommendation to the president and copies the appropriate committee chair and the President of the Faculty Senate. If the provost does not approve, she/he consults with UGCC or GASCC to explain her/his reservations. The committee may ask the proposer to revise and resubmit the document. With or without resubmission, the provost forwards her/his final recommendation to the president along with the original proposed recommendation and copies the appropriate committee chair and the President of the Faculty Senate.

h. The president considers the proposal for final approval. If she supports the proposal, the provost prepares materials for the Board. The effective date for implementation of the change is identified.

i. Upon the Board’s approval, the provost's office forwards final catalog copy to the registrar for implementation.

j. The registrar, upon receipt from the provost, checks that appropriate approvals have been made and implements the change for the upcoming catalog. No catalog changes are made without the provost's approval.

k. The registrar archives the curriculum proposal and related documentation.

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

a. Degree and program title

b. Proposed Date for initial offering

c. Need--What evidence supports the inclusion of the program?
   1. Student inquiries.
   2. Student, alumni, and employer surveys, focus groups, or other formal mechanisms to gauge demand.
   3. Local competition.

d. Purpose--What are the objectives of the program?
   1. Relationship of purpose to need.
   2. Relationship of program to University mission and alignment with the strategic and academic plans.

e. Benefits--How will the program contribute to the University?
   1. Benefits to individuals.
   2. Contributions to departmental/school objectives.
   3. Enrollment potential.
   4. Enrollment projections for the first five years of the program, disaggregated by student type; Description of assumptions underlying enrollment projections.
   5. Qualitative and quantitative contributions.

f. Curriculum and Assessment--The proposed program should be described in detail. Curriculum change proposals should include the following:
   1. Titles and descriptions of required and elective courses.
   2. Sequence of course offerings over a two-year period.
   3. New courses identified and justified in relation to the curriculum and Credit Hour Policy.
   4. Identification of courses that can be cross-listed or used in other programs.
   5. Identification of interdepartmental or interdivisional courses.
   6. Identification of percent of credit hours of program delivered on-line, on-campus, off-campus, and/or international sites. Specification if the program must be submitted to WASC as a substantive change proposal, including timeline and other WASC accreditation requirements.
   7. Explanation of learning activities outside the traditional classroom setting.
   8. A fully articulated multi-year assessment plan that meets the current standards set by the University. (e.g., program-level learning outcomes, performance standards for student achievement, curriculum map, assessment methodology, timeline, link of course objectives to program.
learning outcomes.

9. Specification of whether the program plans, or is required, to seek accreditation by a professional/disciplinary agency. If so, include timeline and other accreditation requirements.

g. 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.

h. Facilities, Equipment, and Materials--What physical setting, hardware, and software will be needed for the program?

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

i. 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.

j. 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.
7. Student services and academic support to be added or modified.

k. Budget--How will the program be financed? Budget projections for the first five years of the program based on enrollment projections, including budget assumptions.

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.

l. Marketing--How will the program be marketed?

1. What marketing strategies are required?

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2. Who will be responsible for marketing?
3. What is the marketing timetable?
4. What are the anticipated costs?

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

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 Academic Standards and Curriculum 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. The appropriate Committee will review, publicize, and seek opinions and advice from interested faculty, administrators, and affected constituencies before making a recommendation to the provost. 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 mission of the University.
c. That the program fails to meet the University academic quality standards.
d. That the program has limited enrollment and little potential for future growth.
e. That the program has become an economic liability.
f. That the resources of the program (faculty, facilities, budget) could be better utilized.
g. That discontinuance of the program would not have an adverse impact on other programs at the University.
h. That the benefits which would accrue to the University upon reorganizing or terminating the program clearly outweigh the benefits of retaining the program.

If the appropriate committee(s) 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 considered a candidate for reorganization if, as determined by vote of the appropriate Committee, a reallocation of resources could improve program outcomes or attract more students. The committee forwards this decision to the provost. Following consultation with the Provost’s Council, the provost forwards her/his recommendation to the president and copies the appropriate committee chair and the president of the Faculty Senate.

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 six months following the beginning date of the period of reorganization. The proposal will be submitted to the appropriate Committee, following the “Criteria for Evaluation of New Programs” listed

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above. 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 considered a candidate for termination if, by vote of the Curriculum Committee following careful review of a reorganization proposal, there is little or no likelihood that the program might be reorganized or reinstated into the University curriculum in the future.

2. If the president, the provost, or the dean want to initiate the termination of a program, they will follow the procedures outlined in 3 above and present to the appropriate Curriculum Committee a document addressing the criteria set forth in 3.a through 3.h. Proposal preparation must include consultation with the faculty directly affected and involved in the program.

3. Following at least two separate readings of a proposal to terminate, the Curriculum Committee will forward its decision to terminate or retain to the provost. Following consultation with the Provost’s Council, the provost will forward her/his recommendation to the president along with the original Committee decision and copy the chair of the appropriate committee and the President of the Faculty Senate.

4. In the event of a decision to terminate, and upon action by the Board, students and faculty are advised in advance of the effective date of the termination of the program.

5. 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.

6. Program information is removed from the Catalogue at the first printing following termination.

7. Future reinstatement of the terminated program will require petitioning the appropriate Committee, following the Process for Initiating a Major or Academic Program as specified “Criteria for Evaluation of New Programs” above. 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.

F. 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.

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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.

1. **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.

2. **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.
Appendix E
Academic Organization Process

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 Appendix D.

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 an 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.

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