Uniform College Documents

INITIATIVE #4
Faculty Governance and Representation

October 6, 2018

Faculty Governance and Representation Committee Members
Chair – Kelly Lester
Complete List of Committee Members: Cindy Blackwell, David Cochran, Sabine Heinhorst, Susan Hrostowski, Joyce Inman, Mary Lux, Scott Milroy, Sarah Morgan, Jerry Purvis, Alan Thompson, Melissa Thompson
A. OBJECTIVES

Aspirational Aims and Changes to Current Processes – The post-reorganization academic Colleges will be larger and consist of a broad range of academic units (Schools) that each house multiple programs. To adequately address the divergent needs of faculty and staff associated with the different academic disciplines that are represented in these new academic structures, the School-level governance documents will take on particular relevance and importance, while existing College-level bylaws or “College Faculty Handbooks”, as they are sometimes called, will become obsolete. A review of current College documents revealed considerable variation among Colleges regarding faculty representation, roles of chairs/directors in College administration, and what constitutes as quorum. Contents frequently repeat or refer to sections in the Faculty Handbook, and inconsistencies with current University policies exist because the documents have not been updated regularly.

To facilitate the consolidation and reorganization of and create consistency among Colleges, this initiative seeks to develop a set of common policies and procedures for all academic Colleges, to bring consistency to the basic contents and naming of such documents, and to outline guiding principles for College-level standing committees and faculty and staff representation. The proposed documents will have a common framework but will be flexible enough to allow additional, College-specific information (e.g. as may be required by an accrediting body or be necessary to accommodate the College-specific mission) to be incorporated.

Projected Outcomes and Impact – The proposed changes are designed to eliminate confusion about the hierarchy of governance documents at Southern Miss, streamline the contents of College-level documents to avoid unnecessary duplications, align College policies and procedures with Employee and Faculty Handbooks and University policies, and create uniformity for greater efficiency among and between Colleges. The following changes are proposed:

• All College- and School-level governance documents will be named Policies and Procedures to create a common naming convention and avoid confusion about the relationship of College- and School-level documents to Employee and Faculty Handbooks.

• The College Policies and Procedures document will focus only on issues that are specific to the College and are not already addressed in the Employee and Faculty Handbooks or covered under University policies. The following are the minimum required contents for all academic Colleges (additional contents specific for individual Colleges may be desirable or necessary):
  • College-specific duties of dean, associate dean(s) and support staff.
  • Organizational chart outlining the College administrative structure (see Appendix 1 for generic example).
  • Charge and rules of operation governing College ancillary structures (common facilities, clinics, IHL-approved centers etc.) and support services.
  • College standards for tenure and promotion (only criteria unique to College, with links to relevant general sections in the new Employee and Faculty Handbooks).
  • Required School-level governance documents:
    • Workload policy
Promotion and Tenure guidelines
School standing committees (see School-level Policies and Procedures proposal for details); template for information to be included: see University Standing Committees proposal

- College standing committees (including responsibilities and faculty representation; see Appendix 2); template for information to be included: see The Organization and Function of University Committees initiative.

- Each College will develop a separate **College Mission and Strategic Goals** document that is aligned with mission, vision and strategic goals of the University. The document lists:
  - the College and School mission statements
  - short- and long-range College strategic plans for scholarly research and creative activities, teaching and student success, service and outreach activities
  - relevant ongoing initiatives
  - how faculty and/or staff will participate in realizing those plans and goals.

### B. IMPLEMENTATION STRATEGY

- The Deans of the new Colleges will appoint an **ad hoc faculty committee** (in which Schools are proportionally represented) to develop a provisional skeleton College Policies and Procedures document by the end of the fall semester 2018 according to the guidelines provided in this proposal. Faculty and staff will vote to approve the document at a College meeting at the beginning of the spring semester 2019.

- The **Dean’s Advisory Council** will develop the College Mission and Vision document during the fall semester of the 2018/19 academic year according to the guidelines provided in this proposal. Faculty and staff will vote to approve the document at the beginning of the spring semester 2019.

- **Up-to-date versions of College Policies and Procedures and Mission and Vision documents, and current members of standing committees** will be posted on the respective College websites and on the website of the Office of the Provost. Outdated versions will be replaced as soon as revised versions become available. All internal stakeholders must be notified by email of changes to these documents. Prior versions will be archived in accordance with University Policy ACAF-LIB-013 (https://www.usm.edu/institutional-policies/policy-acaf-lib-013).

- **The College-level administrative structure and College standing committees** listed in the appendices are recommended for all academic Colleges. Depending on College size and mission, external requirements (e.g. accreditation) and/or internal preferences, additional standing and ad hoc committees may be necessary and/or desirable.

- **A quorum on all College standing committees** will consist of >50% of the voting members. Voting members may designate another voting committee member as proxy (exception: College Promotion and Tenure Committee).

- **The term of service on College standing committees** will be the academic year. Program- and School-level elections for membership on College standing committees must be completed two weeks after the beginning of the contract year. The Dean calls the first meeting of a College standing committee; all future meetings will be called by the respective committee chairs.
• All College standing committees (exception: College Promotion and Tenure Committee, because of confidentiality requirements) will post a report (number of meetings, activities, recommendations, etc.) on the College website at least annually.

C. EVALUATION STRATEGIES
Once the Schools and Colleges have been established and the first iteration of the proposed final document has been generated by a common deadline in the 2018/19 academic year, the functionality of the documents and their contents will be evaluated after one year by the Dean and the Dean’s Executive Council and adjusted, if needed. After the first-year, the following is proposed:

• A mandatory four-year regular review schedule (https://www.usm.edu/institutional-policies/policy-pres-ir-001), shorter if changes in University organization, IHL guidelines and/or federal law demand, will be implemented for the Policies and Procedures and the Mission and Strategic Goals documents. This review schedule will ensure that documents are kept up to date and remain aligned with changing University and IHL policies and priorities.

D. ADDITIONAL CONSIDERATIONS
A recommended College (for small, more cohesive Colleges) or School (for large, more diverse Colleges) standing committee is an External Advisory Board. Purpose and responsibilities vary with membership and College/School needs. Should be composed of external stakeholders (e.g. community members, professionals, alumni, parents). Responsibilities, which will depend on the composition of this committee, may include fundraising, input and advice on curricular matters, vision, long- and short-term goals.
APPENDIX 1: Proposed Academic College Administration and Standing Committees

College Administration
The dean serves as the chief administrative officer of the College and appoints associate dean(s) and support staff (it is assumed that the new Faculty Handbook will outline deans’ duties).

Organizational Chart for Academic Colleges
(generic example provided) The Faculty Leads, although not considered administrators, are included for clarity.

Dean’s Executive Council
(current names: College Executive Committee, College Council, Executive Council, Dean’s Cabinet); the name change is proposed to clarify the roles of this committee and distinguish this committee from the proposed Dean’s Advisory Council. Agendas (set by the Dean) for all regular meeting will allocate a regular time slot for College representatives on Faculty Senate, Undergraduate Council, Graduate Council and Council of Directors to report to School directors to ensure further dissemination of pertinent information to faculty and staff.

Responsibilities:
• Advise Dean and participate in administration of the College.
• Regularly review and keep up-to-date the College Policies and Procedures document.
• Report to College faculty and staff during the annual College-wide meeting: Dean outlines College strategic plan and, with help from associate dean(s), reports on College accomplishments towards short- and long-term goals, College-wide initiatives and other matters of interest. To facilitate dialogue between College constituents, foster collaboration and avoid duplication of efforts, School directors report on program-level academic program outcomes, special School- and program-level initiatives, etc.

Members:
• Dean
• Associate Dean(s)
• School Directors; directors may name a director’s designee to attend and vote in their absence

Chair:
• Dean

Duration of service:
• Duration of administrative appointments
APPENDIX 2: Required Standing Committees for Academic Colleges

**College Promotion and Tenure Committee** (current name: College Advisory Committee); the name change is proposed to better reflect the responsibilities of this committee, achieve consistency in naming of School- and College-level committees with similar responsibilities, and distinguish its duties from those of the proposed Dean’s Advisory Council (*the proposed name change needs to be reconciled with recommendations for the new Faculty Handbook*). Note: The membership of this committee and members’ voting privileges will have to be reconciled with recommendations in the Tenure and Promotion Initiative of the Academic Structure and Evaluation Committee once those have been approved.

**Responsibilities:**
- Advise Dean on pre-tenure review and tenure and promotion recommendations through evaluation of program- and School-level tenure and promotion dossiers and recommendations (*need to reconcile with new Faculty Handbook*).
- Monitor program- and School-level tenure and promotion documents to ensure that minimum standards are met.

**Members:**
- Full-time, tenured associate professors or professors. Faculty Leads and Program Leads are eligible to serve on this committee if, as proposed, their new role is no longer supervisory.
- At least one tenured representative per School in College (at least 5 but no more than 15 per College).
- At least two at large, full teaching professors from different Schools. These committee members will vote on promotions of teaching track faculty only.
- Elected by secret ballot by corps of instruction in School (= full-time faculty; not “visiting”, “adjuncts”, “special” and not holding administrative positions such as School director, associate dean, dean, vice president, provost, president).

**Chair:**
- Elected by voting committee members by secret ballot at first committee meeting of the academic year.

**Duration of service:**
- 3 years
- rotation cycle, to be determined by draw initially, so that approximately 1/3 of newly serving faculty members are elected each year.

**College Curriculum Committee** (currently College Council in CoAL).

Note: *To ensure that School directors are aware of and have approved a curriculum proposal, the description of the approval process on Undergraduate and Graduate Council web sites, and the requisite forms will have to be adjusted to include a signature line for the School director.*

**Responsibilities:**
- Evaluation of proposed undergraduate and graduate curriculum changes submitted by Programs through the School Curriculum Committee chairs (see School-level Documents initiative for committee composition).
- Endorsement or rejection of School-level curriculum proposals.
• Curricular recommendations to dean for further consideration and submission to the appropriate councils (Undergraduate Council, Graduate Council, Professional Education Council).

**Members:**
- Dean or Associate Dean(s) in charge of curriculum
- School Curriculum Committee chairs.
*Ex officio:* curriculum expert from originating program, invited as needed to provide clarification regarding a curriculum proposal

**Chair:**
- Dean or Associate Dean with curriculum responsibility

**Duration of Service:**
- Duration of School Curriculum Committee Chair service

**Post-reorganization Approval Process for Curriculum Proposals**

**Scholarships and Awards Committee**

**Responsibilities:**
- Determine student recipients of College-wide scholarships.
- Determine types, titles and number of faculty, staff and student awards for new Colleges. It is recommended that faculty awards include those for research/creative activity, teaching, and service; staff awards include those for teaching (if appropriate for College), and service; student awards be given for sophomore, junior, senior, Master’s, and doctoral student(s) as appropriate for College.
- Develop selection criteria for College awards and provide guidance on application materials (what to submit/not submit), solicit nominations for awards from Schools and/or programs, rank nominees’ application materials and select College award recipients.
Members:
• One faculty representative per School (= full-time faculty; not “visiting”, “adjuncts”, “special” and not holding administrative positions such as School Director, Associate Dean, Dean, Vice President, Provost, President.)
• Elected by secret ballot by full-time corps of instruction as defined above.
• At least one staff representative per College, elected by secret ballot by the College staff.

Chair:
• Elected by voting committee members by secret ballot at first committee meeting of academic year.

Duration of Service:
• 1-3 years, depending on College organizational structure and size (small Colleges with a limited number of eligible faculty may find the longer service term more practical).
• If applicable: rotation cycle, to be determined by draw initially, so that approximately 1/3 of newly serving faculty members are elected each year.

Dean’s Advisory Council
This advisory body to the Dean represents the voice of faculty, staff and School-level administrators. Half of its faculty members will be faculty representatives, the other half School Directors. All Schools in the College should be represented either through their Director or elected faculty member(s).

Responsibility:
• Advise Dean on and participate in strategic planning for the College.
• Review and provide input on College priorities, planned and ongoing initiatives, short- and long-term goals.
• Provide input on and review budget allocations to College priorities, major budget reallocations, and budget adjustments.

Members:
• At least four and no more than eight School Directors in the College, elected by their peers in the Dean’s Executive Council.
• At least four and no more than eight tenured full-time faculty representatives from the College, elected by secret ballot by full-time corps of instruction as defined above.
• At least two staff representatives per College, elected by secret ballot by the College staff.

Chair:
• Dean

Duration of Service:
• 3 years
• Rotation cycle, to be determined by draw initially, so that approximately 1/3 of newly serving director and faculty members are elected each year.
APPENDIX 3—School and College Committee Representation

A: School Standing Committees

<table>
<thead>
<tr>
<th>Committees</th>
<th>Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Team</td>
<td>required</td>
</tr>
<tr>
<td>Curriculum Committee</td>
<td>required</td>
</tr>
<tr>
<td>Faculty Evaluations Committee</td>
<td>required</td>
</tr>
<tr>
<td>Scholarship Committee</td>
<td>in some schools</td>
</tr>
<tr>
<td>Research Productivity Committee</td>
<td>in some schools</td>
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<tr>
<td>Graduate Admissions Committee</td>
<td>optional</td>
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B: Directors

<table>
<thead>
<tr>
<th>Committees</th>
<th>Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Team (school)</td>
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</tr>
<tr>
<td>Council of Directors</td>
<td>X</td>
</tr>
<tr>
<td>Deans Executive Council</td>
<td>X</td>
</tr>
<tr>
<td>College Curriculum Committee</td>
<td>possibly</td>
</tr>
<tr>
<td>Standing Committees (university)</td>
<td>possibly</td>
</tr>
<tr>
<td>Procedural Committees (university)</td>
<td>possibly</td>
</tr>
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</table>

C: School Representatives

<table>
<thead>
<tr>
<th>Committees</th>
<th>Number of Reps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Senate-representative committee</td>
<td>1</td>
</tr>
<tr>
<td>College Curriculum Committee</td>
<td>at least 1</td>
</tr>
<tr>
<td>Awards and Scholarships Committee</td>
<td>at least 1</td>
</tr>
<tr>
<td>Deans Advisory Council</td>
<td>at least 1</td>
</tr>
<tr>
<td>College Promotion and Tenure Committee</td>
<td>at least 1</td>
</tr>
</tbody>
</table>

D: By College

| Standing Committees                      | 9 total—Institutional Diversity Committee, Section 504/ADA Compliance Committee, Academic Calendar Committee, Committee on Services and Resources for Women, Faculty Handbook Committee, Libraries Advisory Committee, Online Learning Steering Committee, Institutional Review Board University Assessment Committee |
### Procedural Committees

3 total with faculty reps-
- Institutional Animal Care and Use Committee
- Institutional Biosafety Committee
- Parking Management Committee – Gulf Park

### E: By College

#### Elected Committees

<table>
<thead>
<tr>
<th>Committee</th>
<th>Varies by college</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Council</td>
<td>varies by college</td>
</tr>
<tr>
<td>Graduate Council</td>
<td>varies by college</td>
</tr>
<tr>
<td>Grade Review Council</td>
<td>varies by college</td>
</tr>
<tr>
<td>University Research Council</td>
<td>varies by college</td>
</tr>
</tbody>
</table>