



THE UNIVERSITY OF SOUTHERN MISSISSIPPI

Office of the Provost and Senior Vice President for Academic Affairs

TO: Rodney D. Bennett, President

FROM: Steven R. Moser, Provost and Senior Vice President for Academic Affairs

DATE: August 16, 2018

SUBJECT: Proposal to Uniform College Document

As reported and verified by Academic Reorganization Implementation Committee (ARIC) chair, Jeffrey Wiggins, this initiative has been revised through broad engagement, communication, and feedback from stakeholders, administrators and governing bodies since your initial approval of the proposal framework in February of 2018. FGRC and ARIC have collated, discussed, reviewed and modified the document to achieve compromise between stakeholder responses while preserving the aspirational merits of the original proposal.

This initiative seeks to develop a set of common policies and procedures for all academic Colleges which includes consistency in the basic contents and naming of such documents. Additionally, this initiative outlines guiding principles for College-level standing committees and faculty representation. The proposed documents will have a common yet flexible framework to allow additional, College-specific information to be incorporated.

As Provost, I have engaged Deans and Council of Directors in a final review process and adjustments were made to the proposal based on that feedback and my input. The document is ready for your approval.

I recommend that the Proposal to Uniform College Documents be approved.

A handwritten signature in blue ink that reads "Steven R. Moser". The signature is written in a cursive style and is positioned above a horizontal line.

Steven R. Moser, Provost
Senior Vice President for Academic Affairs

Approval:

A handwritten signature in blue ink that reads "Rodney D. Bennett". The signature is written in a cursive style and is positioned above a horizontal line.

Rodney D. Bennett, President
The University of Southern Mississippi

8/20/18
Date

#4 Uniform College Documents

INITIATIVE IMPLEMENTATION PLAN Faculty Governance and Representation

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

I. Identify the Aspirational Aims of the Initiative.

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 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.

II. Discuss how ARSC Recommendations were integrated into Initiative.

Substantive changes to the original proposal that were incorporated into this initiative in response to feedback from the ARSC, ARIC, the Council of Chairs, ASEC, and the Deans' Council are highlighted in green.

The ARSC recommended to include a staff representative on those committees that pertain to staff grievances and awards. Since the current [Employee Handbook](#) outlines faculty and staff grievance procedures (section 4, p. 99 ff) that do not involve a College-level committee, and considering feedback from the Deans and FGRC members, the responsibility of addressing grievances was eliminated. A staff member was not added to the **College Personnel Committee**. In addition, the role of the teaching professor, and the proposed composition and responsibilities of the College Personnel Committee were aligned with the recommendations in the Promotion and Tenure Initiative of the Academic Structure and Evaluation Committee:

Members:

- 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.

The ARSC did not endorse the originally proposed composition (i.e., School Directors) of the College Curriculum Committee. The recommendation of the Council of Chairs that Faculty Leads constitute this committee was considered but not adopted, because the number of Faculty Leads may be too large (e.g. in the new College of Arts and Sciences). Following discussions with the FGRC and its School-Level Policies and Procedures subcommittee, it is recommended that School Curriculum Committee Chairs constitute the membership of the **College Curriculum Committee**. To illustrate the recommended curriculum proposal process, a flowchart was included (see Appendix 2 of the proposal):

Responsibilities:

- Evaluation of proposed undergraduate and graduate curriculum changes submitted by programs by the School Director through the School Curriculum Committee chairs (see School-level Documents initiative for committee composition).

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

Duration of Service:

- Duration of School Curriculum Committee chair service

The recommendation from ARSC to ensure staff participation was incorporated into the membership of the **Scholarships and Awards Committee**:

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.

The Deans were concerned about the lack of flexibility regarding the composition of the Dean’s Advisory Council to fit Colleges with vastly different numbers of Schools. In addition, questions were raised about the membership of that Council. In response to their concerns, a statement about the rationale for the recommended composition of the **Dean’s Advisory Council** was added, and flexibility was incorporated into the proposed membership composition and size.

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, and at least two staff members. All Schools in the College should be represented either through their Director or elected faculty and staff member(s).

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.

The ARSC had suggested a timeline for the implementation that became increasingly unrealistic as the semester progressed because of initial delays in modifying the original proposal. The **recommended timeline** for all proposed changes, therefore, has been adjusted to the 2018/19 academic year.

- 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.

III. Summarize the Goal(s) & Projected Outcome(s) of Initiative.

The revisions 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 Colleges.

IV. Timeline:

a. Describe in detail the timeline for implementation.

- August 14-31, 2018: Dean's office administers election of staff member(s) on Scholarships and Awards Committee.
- Schools hold initial elections for faculty members on required College standing committees.
- September 1, 2018: Deans name members of *ad hoc* committee to draft College Policies and Procedures document.
- Dean's office announces members of College standing committees and posts committee memberships on websites (see V.).
- Fall semester 2018: Respective committees draft College Policies and Procedures and College Mission and Vision documents.
- February 2019: Dean calls College-wide faculty meeting; faculty and staff provide input and, if no major concerns arise, vote to approve College Policies and Procedures and College Mission and Vision documents.
- Spring semester 2019: If necessary, faculty and staff concerns are addressed and a revised version of College Policies and Procedures and College Mission and Vision documents are generated. Documents are put forth for faculty approval and final vote.
- Dean's office posts final versions of College Policies and Procedures and College Mission and Vision documents on websites (see V.).

V. Implementation Methods & Communication:

An *ad hoc* faculty committee, appointed by the Dean of each Academic College, will develop the initial College Policies and Procedures document. The Dean's Advisory Council will develop the College Mission and Vision document (fall semester 2018). College faculty will vote to approve both documents during a College-wide faculty meeting (spring semester 2019).

Members of College standing committees will be appointed or elected (see Appendix 2) in the fall semester 2018.

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>).

All College Standing Committees (exception: College Personnel Committee, because of confidentiality requirements) will post a report (number of meetings, activities, recommendations, etc.) on the College website at least annually.

VI. Metrics & Milestones:

- a. By the end of the 2018/19 academic year, the new College Policies and Procedures documents and standing committee members should be posted on the respective College and Office of the Provost websites.

VII. Personnel Resources:

The Dean, Associate Dean(s), School Directors, College faculty and staff members will collaborate to generate and maintain the College-level documents. This same collaboration will form functioning standing committees that carry out their assigned responsibilities. In addition to these already existing partnerships, communication and collaboration with the Office of the Provost and Human Resources will be required. These partnerships already exist and will continue to guide the implementation and maintenance of the proposed initiative.

VIII. Financial Resources:

N/A

IX. Potential Constraints:

The proposed implementation timeline may be considered too short, particularly in a College like Arts and Sciences, in which the magnitude of the impending changes may create resistance among faculty. However, in the interest of a smooth transition to the new administrative structure, our committee feels that adherence to the proposed timeline will be necessary.

X. Institutionalization:

- a. Deans, Associate Deans, School Directors, and faculty and staff members of standing committees will be responsible for maintaining the goals of this initiative through their work on College-level Councils and Standing Committees.
- b. Once the final version of this initiative has been approved, the FGRC and the “Uniform College Documents” subcommittee will no longer be involved; the personnel identified in XI.a. will be responsible for implementation.
- c. The initial implementation phase should be concluded by the end of the 2018/19 academic year (see timeline). However, upkeep of College-level documents and the work of the standing committees is a continuing process.

Uniform College Documents

INITIATIVE #4 Faculty Governance and Representation

June 8, 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

STATEMENT OF OBJECTIVES

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 guidelines (based on institutional policy)

- Tenure and promotion 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 the Academic Master Plan (AMP) and the 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 Personnel 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 Personnel 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

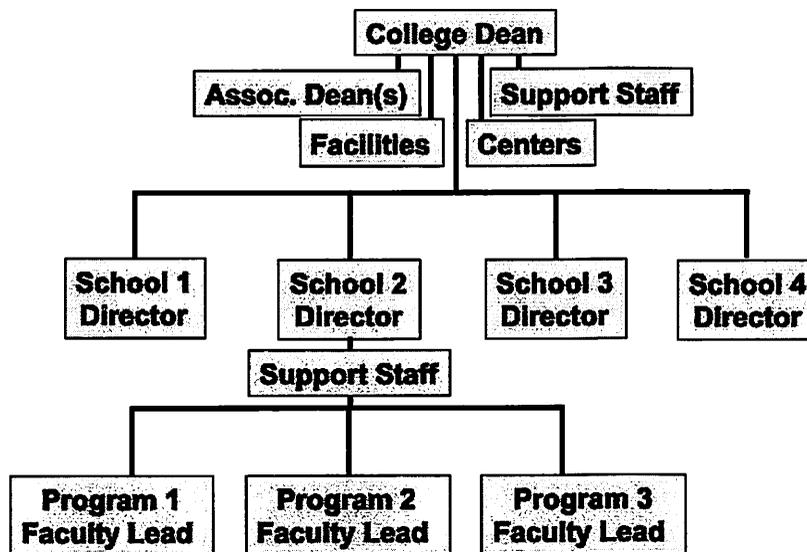
A recommended College (for small, more cohesive Colleges) or School (for large, more diverse Colleges) standing committee is an *External Advisory Board*. Purpose and responsibilities vary with membership and College/School needs. Should be composed of external stakeholders (e.g. community members, professionals, 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 Personnel 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 (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

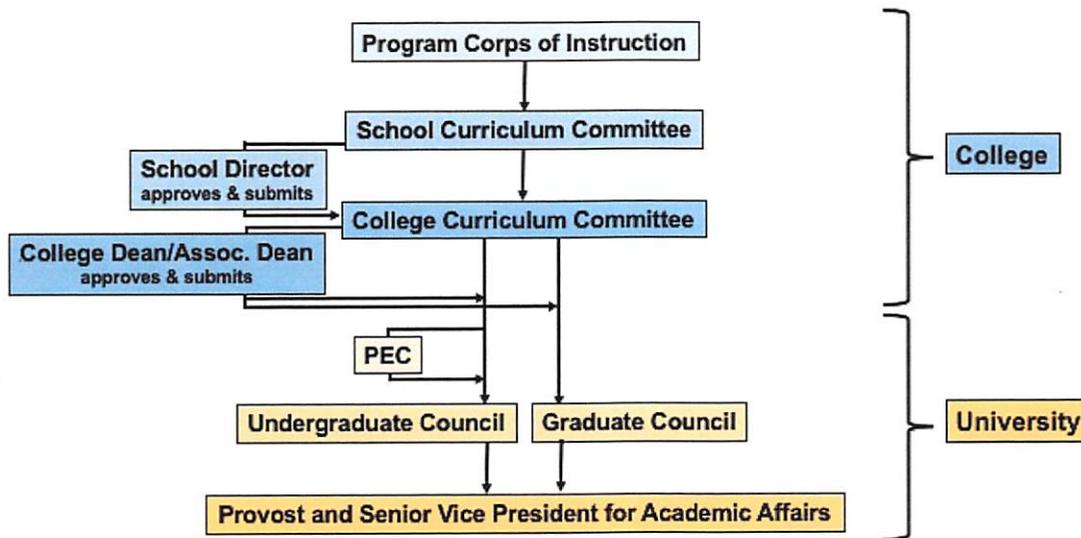
Chair:

- 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, School-level administrators, and upper class and/or graduate student representatives. 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.

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 faculty representatives from the College, elected by secret ballot by full-time corps of instruction as defined above. The faculty representatives should be full-time, permanent corps of instruction with a minimum of 3 years employment.
- At least two staff representatives per College, elected by secret ballot by the College staff.
- Student Representatives

Chair:

- Dean

Duration of Service:

- 3 years (student’s service annual)
- 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****Designated membership in School Policies and Procedures Initiative**

Leadership Team	required
Curriculum Committee	required
Personnel Committee	required
Scholarship Committee	in some schools
Research Productivity Committee	in some schools
Graduate Admissions Committee	optional

B: Directors**Committees**

Leadership Team (school)	X
Council of Directors	X
Deans Executive Council	X
College Curriculum Committee	possibly
Standing Committees (university)	possibly
Procedural Committees (university)	possibly

C: School Representatives**Committees****number of reps**

Faculty Senate-representative committee	1
College Curriculum Committee	at least 1
Awards and Scholarships Committee	at least 1
Deans Advisory Council	at least 1
College Personnel Committee	at least 1

D: By College**Appointed**

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
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Procedural Committees	3 total with faculty reps-Institutional Animal Care and Use Committee Institutional Biosafety Committee, Parking Management Committee – Gulf Park
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E: By College

Elected Committees

Undergraduate Council	varies by college
Graduate Council	varies by college
Grade Review Council	varies by college
University Research Council	varies by college