



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: June 1, 2018

SUBJECT: Proposal to Align Faculty Governance and Representation Bodies with Vision 2020

Aligning Faculty Governance and Representative Bodies with Vision 2020, known as Academic Implementation Committee Initiative #6 is attached for your review. The subcommittee that developed the proposal, Faculty Governance and Representation Committee (FGRC) was chaired by Kelly Lester. Marek Steedman served as a faculty liaison between the governance bodies and the FGRC.

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.

As Provost, I have engaged Deans and Academic Leaders in a final review process and adjustments were made to the proposal based on that feedback and my input. The document has been revalidated by the ARIC and FGRC and is ready for your approval.

I recommend that the Proposal to Align Faculty Governance and Representation Bodies with Vision 2020 be approved.

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

Approval:

Rodney D. Bennett, President
The University of Southern Mississippi

6/5/18
Date

#6 Aligning Faculty Governance and Representative Bodies with Vision 2020

INITIATIVE IMPLEMENTATION PLAN Faculty Governance and Representation

MAY 11, 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

I. Identify the Aspirational Aims of the Initiative.

Our aim involves rethinking the faculty governance bodies at USM in ways that drive academic excellence, promote scholarly and creative activity, support faculty, and offer the best possible educational experience for students at USM. All faculty governance bodies at USM exist to serve a critical and essential advisory function at the institution, which embodies the concept of shared governance. Currently, Academic Council, Graduate Council and Council of Chairs advise the VP for Academic Affairs, and Faculty Senate is advisory to the President. This initiative reaffirms the shared authority of these bodies in relation to institutional governance while also accomplishing two major goals:

- Condensing faculty bodies to more effective and productive numbers, ensuring fair and transparent representation among colleges and campuses, and creating more transparent and effective election processes;
- Promoting a cultural shift that focuses the bodies on the core mission of the University: driving academic excellence and promoting scholarly and creative activity; and improving communication channels, both to the administration and to the faculty body. Implementing these changes will enhance the value and impact of the bodies and encourage faculty participation and institutional recognition.

II. Discuss how ARSC Recommendations were integrated into Initiative.

The ARSC did not agree with our initial proposal's recommendation that junior faculty not be allowed to serve on faculty bodies. In order to respond to this recommendation and ensure that service across faculty types was parallel, the proposal was revised to recommend that all faculty members, whether teaching faculty or tenure-track faculty, must have served in their positions for three years prior to serving on a governing body.

In addition, the implementation team made the following revisions (highlighted in green) based on feedback from Faculty Senate, AAUP listening sessions, University Libraries, Gulf Coast Faculty Council, Council of Chairs, Institutional Research, and Elections Chairs:

Committee Recommendations:

- Individual faculty members may only serve on one of the major governing bodies (faculty senate, undergraduate council, graduate council, or council of directors) at a time. By default, this means that currently-serving directors cannot serve on the other three representative/governing bodies. (The implementation team recommends that currently elected members and leadership-elect be allowed to serve in these positions through the next academic year to ensure seamless transition.)
- All governing body positions, excluding the Council of Directors, should be for three-year cycles. Each body should have the option upon implementation of staggering years of service to ensure that representatives cycle off bodies on a rotating basis.
- Election processes should be conducted at the college level. Individual colleges should forward elected candidates to represent them on faculty senate, undergraduate council, and graduate council. All colleges should follow the same election processes, which would be coordinated at the college level by the elections chair and representatives in each governing body.

- In order to improve election processes and allow faculty to select the candidates who will best serve them, information about the missions of these bodies and the responsibilities of those elected should be provided to all faculty prior to the election.
- Eligible faculty should be allowed to opt in/opt out of the election process.
- Faculty who opt in should provide brief biographies and a statement of their objectives to accompany the ballots so faculty have additional information when voting.
- Faculty Senate and Undergraduate Council should both allow teaching-track faculty to serve on the respective bodies, but these candidates must have been employed for three years. These valued members of the corps of instruction have illustrated their investment in the curriculum and have the knowledge, experience, and capability to make valuable contributions to these bodies.
- Generally, representation of teaching-track faculty on university-level elected bodies should not exceed 25% of total membership. This ratio should be assured at the college level during the election process.
- Faculty Senate, Undergraduate Council, and Graduate Council should allow only tenure-track faculty who have passed third-year review and teaching-track faculty who have served in their positions for three years to serve. This will ensure elected members will have the appropriate level of experience and knowledge necessary to serve on the bodies.
- All bodies should review internal committees and required committee liaisons and make any necessary adjustments to ensure the overall bodies are streamlined, non-redundant, directly related to the core mission, and more functional.
- Each governing body should organize orientation sessions for new members.
- Each governing body should revise their bylaws in accordance with the new structure.
- Finally, we believe it is necessary and important to note that the significance of the work of these bodies must be acknowledged by the entire University community

Councils of Academic Excellence Structure: We envision an executive committee of the Councils of Academic Excellence (CAE), the Academic Executive Leadership Council, comprised of the Chairs and Chairs Elect of Undergraduate Council, Graduate Council, Faculty Senate, Council of Directors, and the Dean of the Graduate School (*ex officio*). The committee should elect a chair who will be responsible for setting agendas and ensuring that communications across faculty governing bodies and related administrators are communicated through various platforms.

Proposed Faculty Senate Membership:

All Campuses		
	CAS	13
	COB&ED	4
	COE&HS	6
	CON&HP	4
	Libraries	1
Additional GP	All Colleges	4
At-Large	1 GP/1 HB	2
Total		34

- Number of voting members will be 1 representative per School, with an additional 4 representatives from the Gulf Park campus (1 per College). Two at-large members, one

from the Hattiesburg campus and one from the Gulf Park campus will also be elected. Note that the School of Ocean Science and Engineering is located on the Gulf Park campus. This ensures six representatives from the coast at a minimum.

- Members may not be of administrative rank higher than faculty leader or have any qualifying designation such as "visiting," "special," or "adjunct."
- Professional librarians are members of the faculty at USM, and thus they are represented here.
- Members can include tenure-track and teaching-track if they have passed third-year review or served in their positions for three years.
- Eligible faculty cannot serve on more than one University faculty body.
- Cannot serve more than two consecutive terms.

Proposed Undergraduate Council Membership

Location	College	Total FTE	Votes (FTE/35)	# of Voting Members
All Campuses	CAS	435	12	8
	COB&ED	59	2	2
	COE&HS	174	5	5
	CON&HP	83	2	2
	Libraries	20	1	1
Gulf Coast	Each College	111	4	4
Appointed	Honors			1
Total				23

- Number of voting members will be no less than 2 and no more than 8 within a College.
- Colleges that include 6 or more voting members must include at least one member elected from the Gulf Park campus.
- Members can include tenure-track and teaching-track faculty who have served three years.
- Council should strive to maintain a ratio of tenure-track to non-TT faculty that is representative of the corps of instruction (currently 75/25).
- Professional librarians are members of the faculty at USM, and thus they are represented here.
- Assistant/Associate Deans, Assistant/Associate Provosts cannot serve.
- Eligible faculty cannot serve on more than one University faculty body.
- Cannot serve more than two consecutive terms

Proposed Graduate Council Membership:

Location	College	# Reg. Grad. Faculty	Votes (# Grad Faculty/35)	# of Proposed Voting Members
All Campuses	CAS	283	8	6
	COB&ED	38	1	2
	COE&HS	98	3	3
	CON&HP	40	1	2
Gulf Coast	All Colleges	?	?	1
Total				14

- Number of voting members will be no less than 2 and no more than 6 within a College, with an additional representative from the Gulf Coast campus.
- Regular members of the graduate faculty who have been promoted are eligible to serve.
- No more than one representative from any department or school at any given time.
- Eligible faculty cannot serve on more than one University faculty body.
- Cannot serve more than two consecutive terms.

Proposed Council of Directors Membership:

Based on the Provost's recommendation, Council of Directors will include all school directors and a representative from the University Libraries.

Undergraduate Research Council and Grade Review Council:

We recommend that the GRC and URC revise their representation and bylaws to meet the recommendations for all representative and governance bodies.

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

The goals and outcomes for this initiative align with the aims outlined in the first part of this recommendation: good faith recommendations about how our faculty governance bodies should both align with the new academic structure and function more cohesively in efforts to drive academic excellence.

IV. Timeline:

The following represents an amended timeline based on communications with Institutional Research and chairs, chairs-elect, and elections chairs for Academic Council, Graduate Council, Faculty Senate, University Research Council, and Grade Review Council; and a number of factors have influenced this recommendation.

1. As of March 23, 2018, the committee was unable to get accurate graduate faculty status information, which means that the data is still not correct.
2. Based on the new university structure and models for faculty bodies, election chairs suggested that a more seamless and effective election can take place if we ask current members to serve an additional year, hold emergency elections to replace members who may choose not to serve, and wait until calendar year 2018-19 to hold elections.
3. Tom Rishel is creating a decision tree that can be used for faculty senate elections and has offered to assist election chairs in the other bodies in designing similar branching logic programs that will make elections more efficient.

Our committee sees the value in ensuring elections take place with accurate data, holding elections after bylaws are revised, and designing the election system to accommodate each of these faculty bodies simultaneously. Thus, we recommend that each faculty body use the recommendations for representative and governing bodies to determine membership for the 2018-2019 year and ask members to serve an additional year. Members should have the option of refusing this request. After a full account of membership under the new structure, each body should hold emergency elections if necessary to ensure adequate representation. The committee recommends that the bodies provide a brief statement of alignment to the Academic Reorganization Implementation Committee by April 16th so that emergency elections can be held

and faculty can be notified of their representation for the interim year by the first week of May. Below is a tentative timeline

Spring 2018

- Step 1: Subcommittee Timeline Construction
- Step 2: Obtain IR Data/Revise Proposals and Tables/Preliminary Meeting Governing Bodies
- Step 3: Meet with Election Heads/Present Revised Proposal to FGR and Liaison
- Step 4: Finalize Plans/Approval of Steering Committee and Deans
- Step 5: Questions/Revisions
- Step 6: Governing Bodies Report Alignment Plans to Steering Committee
- Step 7: Faculty Forum Communicating Recommendations and Rationales
- Step 8: Emergency Elections if Necessary

Fall 2018

- Step 7: Work with HR, IR, and Graduate School Developing Coding for Accurate Data
- Step 9: Faculty Bodies Revise Bylaws
- Step 8: Faculty Forum Communicating Finalized Election Goals
- Step 10: Qualtrics Elections Programming

Spring 2019

- Step 11: Bodies Code IR Data
- Step 12: Opt-In Phase of Elections
- Step 12: Voting
- Step 13: Seat New Members and Communications Plan from Members to Faculty

V. Implementation Methods & Communication:

Communications related to this initiative involve transparent and clear communications between our committee and the governing bodies, as well as transparent and effective communication to the campus community. Governing bodies have been apprised of and invited to provide feedback at every step in this process from conception to implementation. Institutional Research has been actively involved in gathering and providing accurate data necessary for elections to take place. Election committee chairs have also been consulted throughout the process and will be instrumental in ensuring the success of the transition.

As noted in our timeline and initial proposal, this committee recommends a faculty forum meant to convey information to the campus community.

VI. Metrics & Milestones:

NA

VII. Personnel Resources:

The following entities are necessary in terms of collaboration and resilience in these partnerships: Office of the Provost, Deans, Directors, and individual faculty members; Faculty Senate, Undergraduate Council, Graduate Council; Institutional Research. These partnerships are already formed and will be maintained in the same ways they have been in the past.

VIII. Financial Resources:

NA

IX. Coast Considerations:

The revisions listed above address all of the concerns expressed by the Gulf Coast Faculty Council. However, we did not incorporate Gulf Coast Faculty Council as a governing body in the new structure, because the proposed bodies provide strong, effective representation for faculty on the coast. We do recommend more streamlined communications between coast members serving on these bodies and coast faculty. Our committee is more than willing to hold a separate faculty forum on the coast campus if coast faculty finds an in-person meeting more effective than IVN.

X. Potential Constraints:

The primary constraints involve the need for collaboration among all parties during a swift implementation. The implementation team also wishes to note that human resources, institutional research, and the graduate school must collaborate to ensure the integrity and accuracy of data in relation to eligible faculty.

XI. Institutionalization:

The faculty governance bodies themselves are responsible for implementing the recommendations of this committee as they see fit. The bodies will be responsible for revising their bylaws, rethinking the elections process, and holding elections. Our committee is excited about the opportunity to support them in these endeavors and has made these recommendations in good faith to produce important cultural shifts in faculty representation as the University moves toward the new academic structure.

APPENDIX 1—Statements from Representative and Governance Bodies for membership transition for AY 18-19

FACULTY SENATE (President Mac Alford, President-Elect Stacy Reischman Fletcher)
To Profs Kelly Lester and Marek Steedman and the Faculty Governance and representation committee:

This memo is to follow up our discussions about Faculty Senate in relation to the reorganization. We have arrived at a good starting point for future decision making. By semester end, we plan to extend senate membership to include schools that will not be represented once current senators' affiliation is switched from their present college to their future school. We agree with the subcommittee that full representation is an important first step in moving forward. Ongoing discussions are underway in the senate regarding membership and representation—all of which will be attended to in collaboration with colleagues involved in the reorganization. These discussions will be a priority when the senate convenes in August 2018.

UNDERGRADUATE COUNCIL (Chair Luis Iglesias, Chair Elect Jeanne Gillespie)
The Academic Council discussed the role of elections in the transition to the new colleges at our April 2 meeting. Representatives whose terms are ending were asked whether they would consider staying for an additional year, and then we would hold regular elections in AY2019 and we have planned a discussion and vote on this for our May 7 meeting. Based upon the FGR committee's recommendation that we conduct our regular voting after the committee's bylaws revisions, and since we will not have the bylaws revised until fall, AC will continue with those retiring members willing to serve an additional year, pending approval of that course of action at our May 7 meeting.

GRADUATE COUNCIL (Chair Leisa Flinn, Chair Elect Heather Stur)
Graduate Council members agreed that we will have a temporary committee of eighteen members when two members roll off at the end of this academic year. This will be our transition committee until elections are held in Spring 2019. The committee members discussed the issue of representation across the new colleges in this temporary model, and no one objected.

COUNCIL OF CHAIRS (Chair Tim Rehner, Chair-Elect Pat Sims)
To Profs Kelly Lester and Marek Steedman and the Faculty Governance and Representation committee:

The following request from the Council of Chairs (COC), in reference to the new Council of Directors, was derived after a lengthy discussion at the last Council of Chairs meeting (3/23/2018) and a COC leadership meeting with the Provost (4/3/2018). The purpose of this email is to define the process going forward for the Council of Directors within the context of the reorganization.

As a COC we have arrived at a good starting point in order to make sound decisions regarding the future of the Council of Directors. At the last COC meeting the committee passed a motion extending the existing Council members' terms into the next academic year. Replacing "chairs" with "directors" will be accomplished in the early fall once representation and governance decisions have been made. Simultaneously, the bylaws will be reviewed and revised as necessary

to accommodate and define the governance changes to the Council of Directors and the reorganization. The leadership team from this year will remain (chair, secretary, and immediate past chair) through the 2018/2019 year and implement new elections as soon as possible. The COC leadership will schedule monthly expanded directors' meetings.

The COC agree with the reorganization subcommittee that full representation is an important step in moving forward. Ongoing discussion are on the agenda for the COC and in the fall 2018 will include input from the new directors at such time as the "expanded" directors meet. This process and discussion will be a priority when the COC convenes in August 2018.

GRADE REVIEW COUNCIL (Chair, David Cochran)

The GRC consists of 20 standing members. The six colleges are each represented by three faculty members. Two additional faculty members represent the campuses of the Gulf Coast (their college affiliation is not taken into account). Each of the six colleges, along with the Gulf Coast, has at least one alternate member who participates as needed when a standing member cannot serve.

Every standing/alternate member serves a four-year term. At present, a portion of the members will cycle off in 2019 and the rest will do so in 2021. These staggered terms ensure that there are always people who have been involved with a grade appeal during their tenure as council members. During my first years on the GRC, I benefited a great deal from comments, questions, and insights of more experienced members of the council and I believe we should continue the practice of staggered terms as we move forward.

I would like to propose that the GRC membership maintain its current replacement schedule while gradually changing its composition in light of academic reorganization. As members cycle off in 2019, I will ask the Faculty Senate to organize elections for replacements. The college affiliations of new members will correspond to the new college-level structure as defined by Vision 2020. I will work with Dr. Amy Miller, who oversees the council, along with the next GRC chair (as yet, undetermined) to ensure that a similar process occurs in 2021. This will be a more gradual process, but it will allow us to maintain our institutional memory and to rely upon experienced members to help with the process of revising the GRC bylaws over the next six months.

UNIVERSITY RESEARCH COUNCIL (Chair, Brian Collins)

The University Research Council (URC), in coordination with the Office of the Vice-President for Research, is currently reviewing the scope, goals, and membership requirements of the URC. Through this time of transition and until the structure of the committee is determined, the composition of the URC will remain unchanged in the immediate future

Aligning Faculty Governance and Representative Bodies with Vision 2020 – Committee Recommendation to ARIC

INITIATIVE #6 Faculty Governance and Representation

MAY 11, 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

As a subcommittee of the Faculty Governance and Representation Committee for the Vision 2020 Reorganization Plan, our committee was charged with reviewing current faculty governance structures, membership requirements, and election processes; with researching models used at other institutions whose college structures are more aligned with our new structure; and with proposing potential structures for faculty governance bodies, as well as the membership and elections processes for those bodies.

Our aim in developing this proposal involves rethinking the faculty governance bodies at USM in ways that drive academic excellence, promote scholarly and creative activity, support faculty, and offer the best possible educational experience for students at USM. All faculty governance bodies at USM exist to serve a critical and essential advisory function at the institution, which embodies the concept of shared governance. Currently, Academic Council, Graduate Council and Council of Chairs advise the VP for Academic Affairs, and Faculty Senate is advisory to the President. Our proposal reaffirms the shared authority of these bodies in relation to institutional governance while also accomplishing two major goals:

- Condensing faculty bodies to more effective and productive numbers, ensuring fair and transparent representation among colleges and campuses, and creating more transparent and effective election processes;
- Promoting a cultural shift that focuses the bodies on the core mission of the University: driving academic excellence and promoting scholarly and creative activity; and improving communication channels, both to the administration and to the faculty body. Implementing these changes will enhance the value and impact of the bodies and encourage faculty participation and institutional recognition.

Structural and Implementation Proposals

Our proposal is firmly grounded in the belief that institutional shared governance requires two bodies of faculty, each devoted to different elements of the faculty and student experience at USM, in order to ensure the future success of USM as an institution of higher learning. To this end and in the spirit of shared governance, faculty should therefore be considered *dual leaders* of initiatives emanating from our institution. In the proposal that follows, we have chosen to distinguish between Faculty Senate as the faculty body dedicated to providing faculty with a forum and a voice related to the overall University mission and governance and Councils of Academic Excellence as the collection of bodies devoted to ensuring faculty are the lead voices in driving excellence in undergraduate and graduate education at USM. Recommendations specific to each governing body are below.

Faculty Senate

We recommend that the Faculty Senate adopt a mission statement that will provide faculty and the University community with a clear vision of the role of the Senate in ensuring faculty participation in institutional shared governance, whereby faculty voices are heeded in relation to initiatives conceived and implemented by our University. We recommend the following statement as an initial conceptualization of the role of the Senate:

Faculty Senate Mission: As a key partner in institutional shared governance, Faculty Senate provides a collaborative forum where faculty advise the administration on policy, development, resources, and operations of the university, thus ensuring faculty

representation and input to the administration on priorities and concerns that are necessary to safeguarding excellence in all aspects of university life.

Faculty Senate Structure: The faculty senate body is necessary for true and transparent institutional shared governance, and our recommendations for revisions to the current structure are minimal. First, and as outlined below, we recommend that the president of Faculty Senate serve on what will become the Executive Academic Leadership committee. We also recommend that Faculty Senate better incorporate the voices of faculty members at the Gulf Park campus to ensure that faculty speak with one voice. We suggest that the most seamless way to do this is for Faculty Senate and Gulf Coast Faculty Council to merge into a unified body.

We recommend Faculty Senate be comprised of one elected senator per school, four elected senators (one per college) on the Gulf Park campus, one senator for the libraries, and two ad hoc senators (one from the Hattiesburg campus and one from the Gulf Coast) (see Appendix A). We believe this has the potential to ensure that the senate includes fair and broad representation but is also sized in ways that lead to optimum decision-making ability (new structure 34 members; current structure 45 members). In addition, as senators will now be elected from each school and college (i.e., Gulf Coast), we recommend that the Faculty Senate develop formal and regular communication processes to ensure that the faculty they represent are aware of and have the opportunity to provide input to their deliberations.

Councils of Academic Excellence

We recommend that our faculty academic councils establish more clearly linked relationships that will allow for more collaboration and efficiency through an overall body of councils, Councils of Academic Excellence. While each body that comprises these councils will have individual missions, a suggestion for the overall mission of the combined bodies follows.

Councils of Academic Excellence Mission: Drive distinction and quality in undergraduate and graduate academics and ensure programs meet and exceed national standards. The purpose of these combined councils is to provide recommendations and oversight of the academic affairs of the university, such as degree offerings, curricula, student qualifications, and assessment.

Councils of Academic Excellence Structure: We envision an executive committee of the Councils of Academic Excellence (CAE), the Executive Academic Leadership Council, comprised of the Chairs of Undergraduate Council, Graduate Council, Faculty Senate, Council of Directors, and the Dean of the Graduate School (*ex officio*). The committee should elect a chair who will be responsible for setting agendas and ensuring that communications across faculty governing bodies and related administrators are intentionally and continually at the forefront of their purpose.

The GEC would remain a subcommittee of the Undergraduate Council, and a Combined Programs Committee, made up of members from Graduate Council and Undergraduate Council, would be created to address issues specific to combined undergraduate/graduate

programming models. The PEC, due to its accreditation focus, will remain an auxiliary committee. The lead of the PEC should attend AC meeting.

This structure will increase collaboration, communication and efficiency. In addition, by combining standing committees, such as the GEC, within Undergraduate Council we will increase communication and require fewer faculty to serve during any given cycle. We also believe that a more cooperative council and an effective executive council will increase faculty desire to serve.

Undergraduate Council: Drive excellence in undergraduate academics and ensure programs meet and exceed accreditation standards. The Undergraduate Council is responsible for undergraduate degree offerings, curricula, and assessment. UC should provide recommendations and oversight on policy and practices for recruitment, admission standards, and retention. Subcommittees of the council will make recommendations to the undergraduate council on matters related to general education curriculum and licensure requirements.

UC Structure: We recommend Undergraduate Council be based on FTE/35 per college with a minimum of 2 and a maximum of 8 representatives per college (from either campus) and additional representatives from the Gulf Park campus also based on FTE (See Appendix B). We believe this has the potential to ensure that Undergraduate Council includes fair representation but is also sized in ways that lead to optimum decision-making ability (new structure 22 members; current structure 24 members).

Graduate Council: Drive excellence in graduate academics and programming. The Graduate Council reviews, endorses, or rejects proposed changes in the graduate curriculum and thoroughly reviews all proposals for additions, modifications, and/or deletions of courses, majors, minors and certificate programs verifying compliance with university policies. Graduate Council should provide recommendations and oversight on policy and practices for graduate student recruitment, admission standards, and retention. Graduate Council is also responsible for evaluating and granting graduate faculty status.

GC Structure: We recommend Graduate Council be based on FTE/35 per college with a minimum of 2 and a maximum of 6 representatives per college (from either campus) and an additional representative from the Gulf Park campus (See Appendix C). We believe this has the potential to ensure that Graduate Council includes fair representation but is also sized in ways that lead to optimum decision-making ability (new structure 14 members; current structure 20 members).

Combined Programs Committee: We recommend that the councils institute a combined programs subcommittee to make recommendations related to combined graduate/undergraduate programs, such as 4+1 programs. This committee should include at least three members from the undergraduate council and three members from the graduate council. The committee should convene whenever joint

undergraduate/graduate proposals are submitted, and provide an agreed upon proposal to the two councils.

Council of Directors—The committee also recognizes the need to rename Council of Chairs to Council of Directors. Directors of schools fulfill certain administrative and evaluative responsibilities; thus, they should not serve on faculty governing bodies. The Council of Directors ensures that administrative faculty have an avenue to communicate with administrators and to serve as advocates for faculty and students. The Council of Directors will include all school directors and a representative from the University Libraries. The full CoD will meet with the Provost monthly. An elected executive committee of the CoD (including officers whose responsibilities will reflect those of the former Council of Chairs) will serve as the primary point of contact between directors and the Provost.

Undergraduate Research Council and Grade Review Council:

We recommend that the GRC and URC revise their representative alignment and bylaws to meet the recommendations for all representative and governance bodies.

Additional Recommendations

Our committee makes the following recommendations related to each of these governing bodies:

- Individual faculty members may only serve on one of the major governing bodies (faculty senate, undergraduate council, graduate council, or council of directors) at a time. By default, this means that currently-serving directors cannot serve on the other three representative/governing bodies. (The implementation team recommends that currently elected members and leadership-elect be allowed to serve in these positions through the next academic year to ensure seamless transition.) At the discretion of the council, *Ex Officio* appointments may be made to other governance bodies to serve as a communication liaison.
- All governing body positions, excluding the Council of Directors, should be for three-year cycles. Each body should have the option upon implementation of staggering years of service to ensure that representatives cycle off bodies on a rotating basis.
- Election processes should be conducted at the college level. Individual colleges should forward elected candidates to represent them on faculty senate, undergraduate council, and graduate council. All colleges should follow the same election processes, which would be coordinated at the college level by the elections chair and representatives in each governing body.
- In order to improve election processes and allow faculty to select the candidates who will best serve them, information about the missions of these bodies and the responsibilities of those elected should be provided to all faculty prior to the election.
- Eligible faculty should be allowed to opt in/opt out of the election process.
- Faculty who opt in should provide brief biographies and a statement of their objectives to accompany the ballots so faculty have additional information when voting.
- Faculty Senate and Undergraduate Council should both allow teaching-track faculty to serve on the respective bodies, but these candidates must have been employed for three years. These valued members of the corps of instruction have illustrated their investment

in the curriculum and have the knowledge, experience, and capability to make valuable contributions to these bodies.

- Generally, representation of teaching-track faculty on university-level elected bodies should not exceed 25% of total membership. This ratio should be assured at the college level during the election process..
- Faculty Senate, Undergraduate Council, and Graduate Council should allow only tenure-track faculty who have passed third-year review and teaching-track faculty who have served in their positions for three years to serve. This will ensure elected members will have the appropriate level of experience and knowledge necessary to serve on the bodies.
- All bodies should review internal committees and required committee liaisons and make any necessary adjustments to ensure the overall bodies are streamlined, non-redundant, directly related to the core mission, and more functional.
- Each governing body should organize orientation sessions for new members.
- Each governing body should revise their bylaws in accordance with the new structure.
- Finally, we believe it is necessary and important to note that the significance of the work of these bodies must be acknowledged by the entire University community

Finally, we believe it is necessary and important to note that the significance of the work of these bodies must be acknowledged by the entire University community (i.e., individual representatives, the faculty and corps of instruction, directors of schools and deans of colleges, and the upper administration).

Additional Requirements for Implementation

Our committee sees the value in ensuring elections take place with accurate data, holding elections after bylaws are revised, and designing the election system to accommodate each of these faculty bodies simultaneously. This means Faculty Senate, Undergraduate Council, Graduate Council, University Research Council, and Grade Review Council bylaws will need to be revised (and this will require creating bylaws for the Councils of Academic Excellence). We also believe more comprehensive and clear website information related to these bodies must be developed. And accurate IR data will be necessary for the 2018-2019 elections.

Thus, we recommend that each faculty body use the recommendations for representative and governing bodies to determine membership for the 2018-2019 year and ask members to serve an additional year. Members should have the option of refusing this request. After a full account of membership under the new structure, each body should hold emergency elections if necessary to ensure adequate representation. The committee recommends that the bodies provide a brief statement of alignment to the steering committee so that emergency elections can be held and faculty can be notified of their representation for the interim year by the first week of May. Below is a tentative timeline

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Fall 2018

- Step 7: Work with HR, IR, and Graduate School Developing Coding for Accurate Data
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Spring 2019

- Step 11: Bodies Code IR Data
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- Step 12: Voting
- Step 13: Seat New Members and Communications Plan from Members to Faculty

Evaluation Strategies

Our committee recommends evaluating any implemented changes to our governing bodies in ways similar to the dynamic evaluations proposed in the Vision 2020 reorganization. Each governing body will be asked to consider the effectiveness of these changes in altering communications, recruitment, administrative and faculty responsiveness, and the ability of the bodies to meet and exceed their missions. Our committee recommends that the governing bodies begin these self-assessments two years after the initial implementation.

Appendix A. Current and Newly Proposed Structure of Faculty Senate

Current Faculty Senate Membership:

Location	College	Total FTE	% of Total FTE	# of Voting Members
HBG/Stennis	CAL	229	28	12
	COB	51	6	3
	EDPSY	117	14	6
	COH	75	9	4
	CON	33	4	2
	SCT	162	20	9
	LIB	13	2	1
Gulf Coast	All Colleges	146	18	8
Total		826	100%	45

- Membership open to any full-time member of the core of instruction with administrative rank no higher than chair and without any qualifying designation such as "visiting," "special," or "adjunct." Professional librarians are members of the faculty at USM.
- Membership on the Senate shall be restricted to only one representative from any one department, subdivision, or a school.
- Cannot serve more than two consecutive terms.

Proposed Faculty Senate Membership:

All Campuses		
	CAS	13
	COB&ED	4
	COE&HS	6
	CON&HP	4
	Libraries	1
Additional GP	1 Each College	4
At-Large	1 GP/1 HB	2
Total		34

- Number of voting members will be 1 representative per School, with an additional 4 representatives from the Gulf Park campus (1 per College). Two at-large members, one from the Hattiesburg campus and one from the Gulf Park campus will also be elected. Note that the School of Ocean Science and Engineering is located on the Gulf Park campus. This ensures six representatives from the coast at a minimum.
- Members may not be of administrative rank higher than faculty leader or have any qualifying designation such as "visiting," "special," or "adjunct."
- Professional librarians are members of the faculty at USM, and thus they are represented here.
- Members can include tenure-track and teaching-track if they have passed third-year review or served in their positions for three years.
- Eligible faculty cannot serve on more than one University faculty body.
- Cannot serve more than two consecutive terms.

Appendix B. Current and Newly Proposed Structure of Academic (Undergraduate) Council

Current Academic Council Membership:

Location	College	Total FTE	Votes (FTE/25)	# of Voting Members
HBG/Stennis	CAL	189	8	4
	COB	42	2	2
	EDPSY	90	4	4
	COH	85	3	3
	CON	35	1	1
	SCT	145	6	4
	LIB	13	1	1
Gulf Coast	All Colleges	136	5	4
Appointed	Honors			1
Total				24

- Number of voting members will be no more than 4 within a College.
- Must be tenure-track at Assistant, Associate or Professor and at a level no higher than Chair of Department.
- Assistant/Associate Deans, Assistant/Associate Provosts cannot serve.
- Eligible faculty cannot serve on Academic Council and Graduate Council at the same time.
- Must have been employed at USM for at least 3 years in a tenure-track position in order to serve.
- Cannot serve more than two consecutive terms.

Proposed Undergraduate Council Membership

Location	College	Total FTE	Votes (FTE/35)	# of Voting Members
All Campuses	CAS	435	12	8
	COB&ED	59	2	2
	COE&HS	174	5	5
	CON&HP	83	2	2
	Libraries	20	1	1
GP/GCRL/Stennis		121	3	3
Appointed	Honors			1
Total				22

- Number of voting members will be no less than 2 and no more than 8 within a College.
- Colleges that include 6 or more voting members must include at least one member elected from the Gulf Park campus.
- Members can include tenure-track and teaching-track faculty who have served three years.
- Council should strive to maintain a ratio of tenure-track to non-TT faculty that is representative of the corps of instruction (currently 75/25).

- Professional librarians are members of the faculty at USM, and thus they are represented here.
- Assistant/Associate Deans, Assistant/Associate Provosts cannot serve.
- Eligible faculty cannot serve on more than one University faculty body.
- Cannot serve more than two consecutive terms.

Appendix C. Current and Newly Proposed Structure of Graduate Council

Current Graduate Council Membership:

Location	College	# Reg. Grad. Faculty	Votes (# Grad Faculty/30)	# of Current Voting Members
HBG/Stennis	CAL	186	6	5
	COB	50	2	3
	EDPSY	102	3	3
	COH	60	2	1
	CON	26	1	1
	SCT	154	5	5
Gulf Coast	All Colleges	?	1	1
Total				20

- Number of voting members will be no more than 5 within a College, with an additional representative from the Gulf Coast campus.
- Regular members of the graduate faculty who are in their third year of full time service are eligible.
- Eligible faculty cannot serve on Academic Council and Graduate Council at the same time.
- No more than one representative from any department or school at any given time.

Proposed Graduate Council Membership:

Location	College	# Reg. Grad. Faculty	Votes (# Grad Faculty/35)	# of Proposed Voting Members
All Campuses	CAS	283	8	6
	COB&ED	38	1	2
	COE&HS	98	3	3
	CON&HP	40	1	2
Gulf Coast	All Colleges	?	?	1
Total				14

- Number of voting members will be no less than 2 and no more than 6 within a College, with an additional representative from the Gulf Coast campus.
- Regular members of the graduate faculty who have been promoted are eligible to serve.

- No more than one representative from any department or school at any given time.
- Eligible faculty cannot serve on more than one University faculty body.
- Cannot serve more than two consecutive terms

Appendix D. Current and Newly Proposed Structure of Council of Chairs/Directors

Current Council of Chairs Membership:

College	Representatives
CAL	3
COB	3
EDPSY	3
COH	3
CON	3
SCT	3
University Libraries	1

- Number of voting members is up to three representatives per college.
- Elections or appointments are determined differently in each college.

Proposed Council of Directors Membership

Based on the Provost's recommendation, Council of Directors will include all school directors and a representative from the University Libraries.