

ACADEMIC GOVERNANCE

- I. **Central Role of Planning.** Planning is a critical element in successful academic governance. Without agreed-upon goals, it is impossible to make progress or measure performance.
 - A. The president ensures that a university-wide planning process is operative. The planning process should be supportive of a collegial decision-making tradition within the academic area.
 - B. Each school of the university should have specific goals for each academic year that are congruent with university-wide goals. Within the academic area, school goals should be developed by the school faculty and the school dean in conjunction with the vice president for Academic Affairs and the executive vice president & provost. Where possible, there should be agreed-upon measures of achievement. The president has ultimate responsibility for ensuring that this process takes place throughout the university. The vice president for Academic Affairs and the executive vice president & provost have the specific responsibility to ensure that this goal-setting takes place in the academic area.

- II. **The Academic Council.** The Academic Council is the primary vehicle for collegial decision-making concerning the undergraduate curriculum. In order to increase communication and support the central role of the Academic Council, the following recommendations should be observed:
 - A. The Academic Council recommends major changes in the undergraduate requirements and the addition or deletion of undergraduate majors to the administration and through the president to the Board of Trustees.

Recommendations of the Academic Council, which are subject to the Board of Trustees approval, should be forwarded to the Board of Trustees together with the recommendations from the executive vice president & provost in consultation with the vice president for Academic Affairs and the president. The recommendations of these two officers are to be communicated to all members of the Academic Council before that body reaches a conclusion. The executive vice president & provost should ensure that the president is informed of impending proposals. It is anticipated that the great majority of proposals reaching the Board of Trustees will carry the endorsement of all parties. Should there be a lack of unanimity about a particular recommendation, representatives of each viewpoint will be forwarded to the Institutional Oversight and Academic Affairs Committee of the Board of Trustees. In matters not requiring the

approval of the Board of Trustees, the decision of the Academic Council will be final.

- B. The Academic Council is made up of the executive vice president & provost, the vice president for Academic Affairs, the dean of Academic Services, the dean of Graduate and Adult Services, the deans of the schools having undergraduate programs (including New College), the library director, one faculty representative elected by each school having undergraduate programs (including New College and the library), one faculty member elected at large, the director of Admission, four student representatives chosen by the executive committee of the Student Government Association, and the Registrar who will be the Secretary of the Council. The faculty representatives must have served five years at SEU.
- C. The agenda of the Academic Council should be made available to all faculty and academic administrators before the meeting. Minutes of the meeting should also be made available to the academic community.

III. **The Graduate Council.** A Graduate Council, an academic entity analogous to the Academic Council, provides specific oversight of the graduate programs. After appropriate consultation with the faculty and institutional planning bodies, the Graduate Council is the appropriate vehicle through which graduate programs would be formally reviewed and recommended to the administration and, through the president, to the Board of Trustees.

The following recommendations are offered regarding the structure and functions of a standing Graduate Council:

A. Purpose

The Graduate Council is responsible for insuring the quality of graduate programs and developing policies and procedures associated with those programs.

B. Duties

1. To approve/disapprove proposed non-substantive curriculum changes for existing graduate programs such as course titles and descriptions, the addition or deletion of a particular course from an already approved program.
2. To approve/disapprove of proposed procedures or the minor adaptation of current requirements associated with the graduate programs such as

deadlines for submitting material—adaptations that change process and are not anticipated to affect enrollment or finances.

3. To formally recommend to the administration and, through the president, to the Board of Trustees for approval/disapproval of new graduate programs and substantive curriculum changes in current graduate programs after appropriate consultation with faculty and institutional planning bodies.
4. To formally recommend to the Board of Trustees major revisions of current graduate program policies and requirements and adoption of major new policies and requirements. This includes all changes that could affect enrollment or the financial stability of the program.

C. Composition Of The Graduate Council

The council will be composed of the following: The executive vice president & provost, the vice president for Academic Affairs, the deans of the schools offering graduate programs, the directors of each graduate program, one elected at-large graduate faculty member selected by the contracted faculty, and one student representative from the schools offering graduate programs. The registrar and the library director are ex-officio members with vote. Elected council members will serve on an annual basis. The executive vice president & provost will chair the Graduate Council. The registrar will arrange for minutes of the meetings. A majority of the voting membership will constitute a quorum.

D. Council Meetings

Graduate Council meetings will be scheduled two to four times a semester. Additional meetings may be called as necessary. Council members will submit agenda items to the council chair in advance of a meeting and an agenda will be distributed to council members and graduate contracted faculty prior to a meeting. Minutes of all meetings will be distributed to the council members and made available to the graduate faculty.

E. Decision Making

Decisions of the graduate council will be determined by a majority vote of the quorum. For changes not requiring Board of Trustees approval such as specific course changes, the decision rests with the Graduate Council. For decisions subject to Board of Trustees approval, the recommendations from the executive vice president & provost in consultation with the vice president for Academic Affairs and president regarding the proposal are to be communicated to all members of the Graduate Council before that body reaches a conclusion. The executive vice president & provost should

ensure that the president is informed of impending proposals. It is anticipated that the great majority of proposals reaching the Board of Trustees will carry the endorsement of all parties – Graduate Council, executive vice president & provost in consultation with the vice president for Academic Affairs and president.

IV. **The School Dean.**

The school dean must be both a faculty member and an administrator with strong leadership capabilities. The school dean reports directly to the vice president for Academic Affairs.

A. Position Description

1. The responsibilities of a school dean include the following.
 - a. Implementing the mission statement, the vision and strategic priorities of the university at the school level,
 - b. Exercising creative academic leadership,
 - c. Reviewing and revising curricula in cooperation with the school faculty,
 - d. Proposing and monitoring the school budget,
 - e. Implementing the *Faculty Manual* requirements for faculty evaluation,
 - f. Fulfilling all responsibilities require for the effective administration of the school,
 - g. Representing the needs of the school faculty within the broader university community,
 - h. Representing the needs of the school faculty to the vice president for Academic Affairs for the completion of goals within the academic area,
 - i. Representing total university needs to the school faculty,
 - j. Working closely with the vice president for Academic Affairs and the executive vice president & provost who is ultimately responsible for ensuring the achievement of goals in the academic area,
 - k. Working effectively in a collaborative relationship with other deans and other administrative offices,
 - l. Maintaining the fundamental responsibilities of a faculty member, teaching one or two classes per year and demonstrating effectiveness therein,
 - m. Representing the university externally in relation to the larger academic community, fund-raising efforts, and community involvement efforts,
 - n. Maintaining a strong relationship with students in the school

- o. Taking an appropriate role in monitoring the student recruitment/enrollment process, and
- p. Providing support for faculty in terms of professional development, grant writing, and other needs.

2. The qualifications of a school dean include the following.

- a. Commitment to St. Edward's Mission,
- b. Ordinarily, academic credentials necessary for an appointment at the associate professor rank or above in the school, or demonstrated competence in the academic field,
- c. Demonstrated skill as a teaching faculty member and active involvement in related professional organizations,
- d. Strong communication and interpersonal skills,
- e. Demonstrated potential for administrative effectiveness,
- f. Respect for, trust in, and trusted by colleagues,
- g. Adaptability, enthusiasm, resourcefulness and realism in planning,
- h. Ability and willingness to represent the university to external constituencies, and
- i. Leadership vision relative to the future of education and the role of education in society.

B. Search and Selection

1. The Search Committee is composed of the following.

- a. Three (3) members of the contracted faculty of the school searching for a dean.

These representatives will be elected by the faculty of the school searching for the dean. The election process will be directed by the school's Administrative Committee in accord with procedures determined by that school.

Faculty who declare themselves interested in being considered for the position and the incumbent dean are not eligible for election to the Search Committee. The incumbent dean may serve as a consultant without a vote if so requested by the committee members.

- b. Three persons appointed by the vice president for Academic Affairs in consultation with the executive vice president & provost, two of whom are members of the internal St. Edward's University community and one of whom is not employed by St. Edward's.

2. The initial meeting of the Search Committee is convened by the vice president for Academic Affairs.
 - a. At this meeting the vice president for Academic Affairs will issue the charge to the committee, provide information on university and/or legal requirements regarding the search, and discuss administration perspective on the dean's role and potential criteria for evaluating candidates.
 - b. The faculty members of the Search Committee will present concerns, needs, and wishes expressed by the school faculty.
 - c. At this meeting the members will select one person from among themselves to serve as chair.
3. The responsibilities of the Search Committee include the following.
 - a. The preparation of a position announcement which
 - (1) Has been developed in consultation with the school faculty and the school's Administrative Committee;
 - (2) Has been mutually approved by the Search Committee, the vice president for Academic Affairs, and executive vice president & provost.
 - b. Adherence to the following guidelines
 - (1) Opening the search to both internal and external candidates;
 - (2) Encouraging potentially qualified internal candidates to apply and giving their candidacy special consideration;
 - (3) Actively pursuing the university's commitment to diversity in hiring and appointment.
 - c. The review of candidates/selection of finalists by
 - (1) Developing and prioritizing selection criteria in consultation with the vice president for Academic Affairs and executive vice president & provost and the school faculty;

- (2) Screening candidates;
 - (3) Checking references, degrees, and transcripts;
 - (4) Selecting finalists to be interviewed after consultation with the vice president for Academic Affairs and the executive vice president & provost.
4. The Search Committee will devise an interview schedule which will include meetings with the Search Committee, the faculty of the school, the vice president for Academic Affairs, the executive vice president & provost, the president, and other interested parties in the university.

The Search Committee will work proactively to engage all of the faculty members in the school. Faculty members interviewing the finalists will be urged to provide feedback on the candidates' strengths and weaknesses and an overall judgment on the suitability of the candidates as dean of the school.

Efforts also will be made to secure similar feedback from others who interact with the final candidates during the interview process.

Based on all of this feedback and other information obtained from outside references, the committee will develop its recommendation to the vice president for Academic Affairs. The recommendation will include the names of all of the candidates that the committee finds potentially acceptable as dean of the school along with some detailed information on the strengths and weaknesses of the candidates, the responses from specific groups interviewing the candidates, and the committee's priorities.

The vice president for Academic Affairs in consultation with the executive vice president & provost will ordinarily appoint a candidate from among those recommended by the Search Committee. If the Search Committee does not recommend any candidate or the vice president for Academic Affairs in consultation with the executive vice president & provost chooses not to make an appointment from among the candidates recommended, the vice president for Academic Affairs will direct the Search Committee to interview additional candidates from the pool, reopen the search, or the vice president for Academic Affairs in consultation with the executive vice president & provost will appoint an interim dean using the process described in section V. A. below.

C. Term of Appointment

1. The school dean is initially appointed for a three-year term.
2. The school dean may be appointed to a total of three successive three-year terms (9 years). In extraordinary circumstances, at the request of the school faculty and with the approval of the vice president for Academic Affairs in consultation with the executive vice president & provost, a terminal appointment may be extended for a period not to exceed three years.
3. At the conclusion of the term of service, the school dean reverts to the previous faculty position at St. Edward's. If the individual appointed as school dean does not have a prior faculty appointment, an agreement as to the status of the dean at the conclusion of service in office shall be part of the initial employment contract. This agreement must have the approval of the vice president for Academic Affairs and the executive vice president & provost and be in accord with Section 2.1.6.2. of the *Faculty Manual*. The chair of the Search Committee will notify the school faculty of the nature of the agreement.

D. Evaluation, Reappointment, and Termination Procedures

1. Evaluation

- a. Each year the school faculty and the vice president for Academic Affairs will evaluate the dean's performance. The vice president for Academic Affairs, who is responsible for the coordinated evaluation, will also include in the process those who work with the dean in other capacities.

Faculty members will base their evaluation of the dean of their school on criteria established in the *Faculty Manual* and the specific responsibilities included in the position description of the school dean (I.A.). The vice president for Academic Affairs will use appropriate evaluation tools in consulting the various other constituencies. The instruments used for this purpose will be reviewed periodically by administrators and faculty to make certain they yield evaluations that are fair and thorough. Normally these evaluations will be completed late in the spring semester.

- b. The vice president for Academic Affairs will share pertinent comments from the evaluations with the school dean in a manner that preserves the anonymity of the evaluators.

2. Reappointment

- a. To gather information bearing on reappointment, the vice president for Academic Affairs will ask for faculty evaluations in the fall term of the dean's third year of service.
- b. In the fall semester the vice president for Academic Affairs will meet with the school faculty to assess their support of the dean, their expectations for the dean's future performance, and their goals for future directions for the school. The school dean will not attend this meeting, but the vice president for Academic Affairs and the faculty on the Administrative Committee will meet with the dean shortly after the faculty meeting to share the results. Faculty will be encouraged to schedule individual meetings with the vice president for Academic Affairs if the faculty so desire.
- c. The vice president for Academic Affairs in consultation with the executive vice president & provost will consider all available information on the performance of the school dean. Ordinarily, a dean who does not have the majority approval of the school faculty will not be reappointed. The vice president for Academic Affairs in consultation with the executive vice president & provost will either reappoint the school dean for another term or initiate the search process for a new dean. This decision will be announced to the school dean and school faculty as early as possible in the fall semester.

3. Termination

In unusual circumstances due to inability or failure of the school dean to carry out the responsibilities of the position, vice president for Academic Affairs in consultation with the executive vice president & provost may terminate the school dean before the conclusion of a three-year term of office. The termination may be appealed as outlined below.

E. Appointment of an Interim Dean

If for any reason the position of dean becomes vacant prior to the end of a three-year term, arrangements for the administration of the school will be made by the vice president for Academic Affairs. An interim dean will be appointed by the vice president for Academic Affairs in consultation with the executive vice president & provost in consultation with the school faculty and the elected members of the School Administrative Committee to serve until such time as a search can be conducted and a new dean appointed. Generally, an interim dean will serve a maximum of one year.

F. Appeal process

1. Decisions of the executive vice president & provost regarding termination or non-reappointment of a school dean may be appealed to the president. The school dean must state the grounds for the appeal in writing and forward the appeal to the president within ten working days of being notified of the decision of the executive vice president & provost.

2. Upon receipt of the appeal, the president will appoint an ad hoc Faculty Review Committee. The Committee will be composed of one member appointed by the president and two members appointed by the executive committee of the Collegium. The members appointed will hold the rank of associate or full professor and will not be member of the school involved. The basis of the appeal is limited to allegations of unlawful bias, arbitrary or capricious decision-making or a violation of the procedures required by the *Faculty Manual*.

The Review Committee will consider evidence presented by the school dean and the institution representatives. This is an internal review committee and participation in its proceedings is limited to employees of the university. The Faculty Review Committee will submit its findings and recommendations to the president within thirty days of being convened. The president will communicate a decision within the following ten working days. The school dean may, within ten days, request a review of the president's decision by the Institutional Oversight and Academic Affairs Committee of the Board of Trustees whose decision will be final.

G. Faculty Replacement

Whenever a dean is selected from within the ranks of a school's faculty, adequate staffing of course must be assured.

V. **Role of the Vice President for Academic Affairs.** The vice president for Academic Affairs provides leadership for the School Deans and oversight for the operations of the Academic Area.

A. That the Council of School Deans should continue as a staff advisory group to the vice president for Academic Affairs. This should be a consultative body which meets to ensure good communication within the academic area.

The functioning of the Council of School Deans is the primary responsibility of the vice president for Academic Affairs.

- B. That the vice president for Academic Affairs be evaluated annually by the executive vice president and provost. This evaluation should be based on the goals agreed upon at the beginning of the academic year.

VI. **Role of the Executive Vice President & Provost.** The executive vice president & provost is the chief academic officer of the university with primary responsibility for developing and achieving academic goals. He or she works with the president and the faculty to set the academic agenda and works closely with the schools, the Academic Council, and the Graduate Council to achieve that agenda. The executive vice president & provost is responsible for creative academic leadership and general administration of the academic area. He or she is responsible to the faculty-at-large to represent their views throughout the university and to the president for the overall administration of the academic area and the fulfillment of the university's goals in the academic area.

The following recommendations are relative to the executive vice president & provost:

- A. That any person assuming the position of executive vice president & provost be given a thorough orientation to all policies and procedures of the university and to the specific duties and responsibilities inherent in the position. A thorough understanding of the university's history, mission, and culture should be provided to the new executive vice president & provost before he or she begins the performance of the duties of the office.

The president is responsible for ensuring that this orientation takes place with substantial participation by the faculty, school deans, and the members of the academic administrative support staff.

VII. **Role of the President in Academic Governance.** The By-Laws of the Board of Trustees define the ultimate responsibility of the president to provide institutional leadership. (See University By-laws, pp. 10-11).

BOARD OF TRUSTEES APPROVAL:

Sections I, II, V, VI – October 1987
Section IV – October 1993
Section III – February 1995

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