SECTION THREE

UNIVERSITY GOVERNANCE

3   **UNIVERSITY GOVERNANCE** [Approved by the President and endorsed by Messiah University Board of Trustees, May 17-18, 2001]

3.1   **COMMUNITY OF EDUCATORS**

3.1.1   **Definition and Classification of Educators**. The fundamental educational task of Messiah University is to promote successful and meaningful learning and to help students attain the University-Wide Educational Objectives. Educational means devoted to helping students attain these objectives can be categorized into curricular and cocurricular programming, with curricular programs defined as those that lead to academic credit for the students and cocurricular programs defined as programs that do not lead to academic credit. Recognizing the complementary and mutually enriching nature of these two types of programming, it is nevertheless important, for the purposes of governance, to make a functional distinction between educators primarily involved with curricular programs and educators primarily involved with cocurricular programming.

3.1.1.1   <u>Faculty</u>. The Faculty of Messiah University are those educators whose primary role is to directly help students attain the University-Wide Educational Objectives through curricular programming or who supervise those having this primary role. The Faculty fall within the following categories:
   a. Ranked Faculty
      1. Term-Tenure Track Faculty
      2. Clinical Track Faculty
      3. Lecturers
   b. Librarians
   c. Curricular Administrators

3.1.1.2   <u>Cocurricular Educators</u>. The Cocurricular Educators of Messiah University are those full-time educators whose primary role is to directly help students attain the University-Wide Educational Objectives through cocurricular programming or who supervise those having this primary role. Typically these educators have a master's degree and are usually hired through a national search supervised by the Provost. Cocurricular Educators include the Vice Provost/Dean of Students and University Pastor and professionals in the following areas: Athletics, University Ministries, Counseling, Residence Life, Community Development, Multicultural Programs, and Student Programs.

3.1.1.3   <u>Curricular Administrators</u>. Curricular Administrators are those full-time administrators who have earned at least a master's degree and whose administrative assignments are related to the academic program. Curricular Administrators include the Deans, Director of the Murray Library and other Directors of academic areas, Associate Provost/Chief Information Officer, Registrar, and the Curriculum Administrator.

3.1.2   **Membership in the Community of Educators**

3.1.2.1   All members of the Community of Educators have direct involvement in delivering the University-Wide Educational Objectives through established curricular and/or cocurricular programs. Full members are full-time educators who have at least a master's degree.

a. Full members with voice and vote
  1. Faculty
      (a) Term-Tenure Track Faculty
      (b) Clinical Track Faculty
      (c) Lecturers
      (d) Librarians
      (e) Curricular Administrators
  2. Cocurricular Educators
b. Full members with voice but no vote
  1. President
  2. Provost
  3. Visiting Professors
  4. Scholars/Artists-in-Residence
c. Associate Members may attend the Community of Educators Retreats and Meetings with voice, but no vote, receive mailings to the Community of Educators, but do not march in processions:
  1. Full-time administrative employees who do not have a master's degree, or
  2. Part-time administrative employees or educators who do have at least a master's degree (e.g., adjunct faculty, part-time Cocurricular Educators)

3.1.3 **Governance Responsibilities**

3.1.3.1 Legislative Responsibilities. Official actions in the following areas establish policy in these areas. All such actions are either implemented by the Provost and President or are subject to administrative veto.
  a. Curricular changes in existing curricular programs
  b. Curricular structure for General Education
  c. Curricular Policies
  d. Cocurricular Policies
  e. Admissions Requirements
  f. Graduation Requirements
  g. Approval of University Graduates

3.1.3.2 Recommending Responsibilities. Official actions in the following areas are sent as a recommendation to another governance body or individual who is charged with making the final decision. The protocol for recommendation is stipulated in parentheses.
  a. University-Wide Educational Objectives (Provost, President, Board)
  b. Curricular and cocurricular principles and parameters (Provost, President, Board)
  c. Organizational structure of educational program (Provost, President, Board)
  d. Additions and changes in academic degree offerings (Provost, President, Board)
  e. New curricular, cocurricular, and international programs (Provost, President, Board)
  f. Awarding of Honorary Degrees (Provost, President)
  g. Academic Freedom philosophy and policies (Provost, President, Board)
  h. Development of criteria for membership and approval of new members to Community of Educators (Provost)
  i. Academic Calendar (Final recommendation to the Provost only after receiving a recommendation from the University Council, President)
  j. Composition of membership, internal organization, and governance of the Community of Educators and its standing and ad hoc committees. The Community of Educators is responsible for establishing ad hoc committees and

for revising standing committees' composition and/or assigned responsibilities as needed to most effectively carry out the Community of Educators' work (Provost)

k. The University Council has primary responsibility for the functions listed below. The University Council initiates actions in these areas and, after receiving input and a formal recommendation from the Community of Educators Senate, makes a final recommendation to the President.
1. Strategic Plan (University Council, President, Board)
2. Facilities initiatives and priorities (University Council, President, Board)
3. Review new non-curricular and non-cocurricular University programs and initiatives having significant impact on personnel, facilities, and other University resources (University Council, President, Board)
4. Yearly budget parameters (University Council, President, Board)
5. Philosophy and procedures related to institutional effectiveness/program review (University Council, President, Board)

l. The President has primary responsibility in the following areas. The President initiates actions and, after receiving Community of Educators and University Council recommendations, takes final action.
1. The general structure of the governance system (i.e., governance responsibilities and protocol and the nature and function of the major governance bodies) (President, Board)
2. Community Covenant and Codes of Conduct (President, Board)
3. University Mission, Identity, Foundational Values, Statement of Faith (President, Board)

3.1.4	**Leadership and Organization of the Community of Educators**
3.1.4.1	The Community of Educators—organized as a "meeting of the whole"—has the final say on all governance responsibilities granted to the Community of Educators.
3.1.4.2	The full Community of Educators will ordinarily meet at least once or twice a year for organizational and informational purposes. When necessary, the Community of Educators will meet as a whole to review any actions of the Community of Educators Senate which have been officially challenged.
3.1.4.3	The Community of Educators Senate is a representative body with the authority to act on behalf of the Community of Educators.

3.1.4.4	The Chair of the Community of Educators serves as the Chair of the Community of Educators Senate and the Senate Steering Committee. He/she also leads all Community of Educators Senate meetings and meetings of the full Community of Educators.
3.1.4.5	The Secretary of the Community of Educators is elected by the Senate in the spring of the preceding year from the Senate members who will be continuing in the fall. The Secretary also serves as the recording secretary at all Community of Educators Senate meetings and meetings of the full Community of Educators [Revised 9/23/03, Community of Educators Senate].
3.1.4.6	Meetings of the Senate are open to all members of the Community of Educators. Only Senators have a vote and regularly have voice. Upon request, voice privileges may be granted to Community of Educators members other than Senators prior to a given Senate meeting at the discretion of the Chair.

3.1.5	**Leadership and Organization of the Community of Educators Senate**
3.1.5.1	Membership of the Community of Educators Senate (Approximately 30-32 voting members)

a. President, voice but no vote
b. Provost, voice but no vote
c. Chair of the Community of Educators, takes office after serving one year as Vice Chair
d. Vice Chair of the Community of Educators, elected by the Community of Educators
e. Ranked Faculty representatives from the four Schools, elected by the full-time members of the respective School. Each School will be granted one representative for every seven full-time Ranked Faculty assigned to that School. No department can have more than two elected Senators at any given time.
f. One representative for every seven Librarians elected by the Librarians
g. One representative for every seven Curricular Administrators elected by the Curricular Administrators
h. One representative for every seven Cocurricular Educators elected by the Cocurricular Educators
i. One student approved by Student Government Association (student representatives have voice but no vote)

3.1.6	**Policies Related to Senate Membership**

a. Representatives are elected by their respective constituent groups. Only full-time members of constituent groups are eligible to run for a Senate position and to vote for Senators within their group
b. Elected representatives hold three-year staggered terms and can serve no more than two consecutive terms. They are eligible to be elected again after sitting out at least one year.
c. Members of the University Council are not eligible to be elected to the Community of Educators Senate.
d. Any member who cannot fulfill his/her term will be replaced for the duration of the absence by a newly elected Senator from the impacted constituent group.
e. The number of eligible members in each constituent group is calculated each spring by the Office of the Provost and will be based on the full-time members of each constituent group averaged over the current and the previous two years.
f. Each constituent group will receive one Senator for every seven members in the group. All fractions will be rounded to the nearest whole number.

3.1.7	**The Nature of Senate "Representation"**
	a. The function of the elected Senators is to serve the common good. The primary identity of the Senator is that of "Educator." As such, any Community of Educators member should expect that any Senator, regardless of the constituency that elects him/her, will listen to concerns, opinions, and positions on matters before the Senate.
	b. The practice of electing representatives from constituent groups to serve in the Senate is intended to guarantee the presence of different and relevant perspectives within the Senate. Senators, chosen from a particular constituency of the full Community of Educators, observe different areas of the campus community, communicate regularly with different sets of educators, are aware of different concerns and approaches based on disciplinary needs and practices, and sometimes embrace different philosophical approaches.
3.1.8	**Community of Educators Senate Steering Committee**
3.1.8.1	<u>Membership</u> (Six members; Secretary and at-large positions are elected each spring from Community of Educators Senate members who will be continuing in the fall) [Revised 9/23/03, Community of Educators Senate]
	a. Provost
	b. Chair of the Community of Educators Senate
	c. Vice Chair of the Community of Educators
	d. Secretary of the Community of Educators Senate, elected by the Senate
	e. One at-large Ranked Faculty member of the Senate, elected by the Senate
	f. One at-large member of the Senate who is not a Ranked Faculty, elected by the Senate
3.1.8.2	<u>Responsibilities</u>
	a. Advise the Provost and Chair of the Senate in setting Senate agenda.
	b. Review petitions of Senate actions and call meetings of the full Community of Educators.
3.1.9	**Petition and Review of Senate Actions**
3.1.9.1	The Community of Educators Senate has the authority to act on behalf of the Community of Educators. However, all Senate actions are subject to review by the full Community of Educators.
3.1.9.2	An action of the Community of Educators Senate may be challenged within the following parameters:
	a. All challenges must take place within ten working days of the posting of Community of Educators Senate minutes.
	b. A petition signed by at least 15 Community of Educators voting members must be sent to the Chair of the Community of Educators Senate who will bring it to the Steering Committee. These 15 voting members must be from at least two of the eight constituent groups (i.e., the four Schools, the Librarians, the Curricular Administrators, and the Cocurricular Educators).
	c. These two conditions having been met, the Steering Committee will call a meeting of the full Community of Educators for deliberation and final action.
3.1.10	**Meeting Procedures**
3.1.10.1	<u>Full Community of Educators Meetings</u>

a. The agenda for all full Community of Educators meetings will be set by the Provost and the Chair of the Community of Educators and will be electronically distributed to the full Community of Educators at least two working days before the meeting.

b. The draft minutes for each full Community of Educators meeting will be distributed electronically to the full Community of Educators no later than five working days after the meeting. Formal approval of all minutes will take place at the following Senate meeting.

c. In meetings of the full Community of Educators, a quorum must be present to take official action. Such a quorum shall consist of one-half of the membership who are not exempt from the meetings of the full Community of Educators. [Approved by COE Senate, 10/10/11]

d. *Robert's Rules of Order* shall be the guiding framework for sessions of the Community of Educators.

3.1.10.2   Community of Educators Senate Meetings [Revision to "g" approved by Community of Educators Senate, 9/24/07]

a. The agenda for all full Community of Educators Senate meetings will be set by the Provost and the Chair of the Community of Educators and will be electronically distributed to the full Community of Educators at least two working days before the meeting.

b. The draft minutes for each Community of Educators Senate meeting will be distributed electronically to the full Community of Educators no later than five working days after the meeting. Formal approval of all minutes will take place at the following Senate meeting.

c. In meetings of the Community of Educators Senate, a quorum must be present to take official action. Such a quorum shall consist of two-thirds of the total voting membership of the Senate. The Chair of the Community of Educators keeps track of the official quorum number throughout the semester. The actual quorum number may be less than this number, but only for one of the following three reasons:

1. There are unfilled Senator slots that opened due to resignations during the prior semester. Once these are filled, the official quorum number will be adjusted upward accordingly.

2. There are unfilled Senator slots that opened due to unavoidable conflicts for Senators for the semester. Once these are filled, the official quorum number will be adjusted accordingly.

3. A Senator slot opens during the semester due to a resignation or extended illness. These slots will not be filled; therefore, the quorum number will be reduced accordingly for the remainder of the semester.

d. If any Senator, in any given semester, has an unavoidable conflict and thereby is unable to attend any Senate meetings, the Senator will be replaced for the semester.

e. Attendance is expected of all Senators. If a Senator is unable to attend a meeting, the Senator should contact the Community of Educators Chair as soon as possible prior to that meeting. The Chair will cancel any meeting for which it is clear there will not be a quorum.

f. *Robert's Rules of Order* shall be the guiding framework for sessions of the Community of Educators Senate meeting.

g. The Chair will bring the discussion to a close. Those who are members of the Community of Educators may remain as observers. Upon request, Community of

Educators members who are not Senators may be granted voice privileges. Presenters who are not members of the Community of Educators will be excused.

3.1.10.3 <u>Fall Retreat</u>. A retreat of one or two days is held each fall prior to the beginning of the academic year. All members of the Community of Educators are expected to attend. Emeriti faculty, associate members, and faculty on sabbatical and leave are welcome to attend. The retreat typically focuses on themes relevant to professional development and normally does not include business items reserved for the meeting of the Community of Educators. The retreat may include orientation periods, workshop sessions, and addresses by faculty members and others.

3.1.10.4 <u>In-Services and Open Hearings</u>. All full and associate members of the Community of Educators are encouraged to attend. Adjunct faculty, emeriti faculty, and faculty on sabbatical and leave are welcome to attend in-services and open hearings.

    a. *In-Service*. An opportunity for members of the Community of Educators to be exposed to guest speakers and other programs developed for the purpose of promoting professional growth and development.

    b. *Open Hearing*. An opportunity for the Community of Educators to provide input to a person, committee, or other governance body in the process of either reaching a decision on a given issue or formulating a recommendation for later consideration.

3.1.11	**Implementation of Community of Educators Governance Decisions**
3.1.11.1	Legislative Responsibilities. The legislative actions of the Community of Educators (meeting as a whole or as a Senate) are executed by the Provost and President. The Provost may veto legislative decisions of the Community of Educators. If this should occur, the Community of Educators' recommendation along with the Provost's recommendation will go to the President. If the President supports the Community of Educators' recommendation, the decision will be implemented. If the President supports the Provost's veto, the following procedure will be followed:

a. The President explains to a subsequent meeting of the Community of Educators Senate his/her objections to the given decision.

b. After hearing these objections and requesting further clarification as desired, the Community of Educators Senate votes again on the issue in question. A quorum being present, a two-thirds vote is necessary to reconfirm the previous decision. That decision stands unless the President refers it to the Board of Trustees as the ultimate authority of the University.

c. In the event of such a referral, the Chair of the Community of Educators along with two members chosen by the Community of Educators Senate will present the viewpoint of the Community of Educators to the Board at the meeting in which the Board will vote to sustain or reject the decision in question.

3.1.11.2	Recommending Responsibilities

a. The recommendations of the Community of Educators (meeting as a whole or as a Senate) go to the Provost, the President, and/or the University Council for further action.

b. In some instances, the Provost's recommendation to the President might differ from the recommendation the Provost received from the Community of Educators. If this should occur, then the Community of Educators will have the option of sending its recommendation to the President.

c. In some instances, the President's recommendation to the Board might differ from the recommendation received from the Community of Educators. If this should occur, then the Community of Educators will have the option of sending its recommendation to the Board. If the Board desires further input from the campus community, the Chair of the Community of Educators may be asked to explain the Community of Educators recommendation to the Board.

3.2   **UNIVERSITY COUNCIL [Approved by University Council 9/16/08]**

3.2.1   **Governance Responsibilities**. Official actions in these areas go as a recommendation to the President who is charged with making the final decision or final recommendation to the Board.
  a.   Salary and benefits (President, Board)
  b.   Personnel policies and procedures (President)
  c.   Substantive issues of University image and marketing (President, Board)
  d.   New non-curricular and non-cocurricular University programs and initiatives which significantly impact the University's basic philosophy and mission and/or significantly impact the allocation of financial and staffing resources. Makes recommendation to the President only after receiving a recommendation from the Community of Educators (President, Board).
  e.   Composition of membership, internal organization, and governance of the University Council and its standing and ad hoc committees. The Council is responsible for establishing ad hoc committees and for revising standing committees' composition and/or responsibilities as needed to most effectively carry out the Council's work. (President).
  f.   Long-Term Strategic Planning
    1.   Develop, review and propose changes in the University's Strategic Plan (President, Board).
    2.   Review all major institutional programmatic and facility initiatives in light of the strategic plan, institutional priorities and University mission (President, Board).
    3.   Develop and update a multi-year financial forecast within the assumptions of the strategic plan (President, Board).
    4.   Review the campus master plan in light of the University's Strategic Plan.
  g.   Annual Strategic Planning and Budgeting
    1.   Review and update the current strategic plan and set institutional priorities for building budget parameters for the following budget year, including the approval of major programmatic and facility initiatives and staffing needs (President, Board).
    2.   Prepare and publish an annual operating plan consistent with the University's Strategic Plan.
    3.   Develop recommendations for operating budget parameters for the following academic year, in accordance with priorities established by the University Council. The process and timetable for this function shall be as follows:
      (a) Using the institutional priorities established by the University Council, University Council shall develop initial budget parameters for the following year no later than early January.
      (b) These budget parameters, with an accompanying rationale, will include comparative compensation data and will be presented to the Community of Educators Senate and to the Ranked Faculty Affairs Committee, Staff and Administrative Councils by January 20.
      (c) The University Council, after consideration of input from those groups will make a recommendation to the President before the end of J-term.

The President will forward a final recommendation to the Board of Trustees for action.

      (d) Later in the spring, the University Council shall make a recommendation to the President. The President will forward a final recommendation to the Board of Trustees for approval.

h. Institutional Effectiveness/Program Review
    1. Periodically review the University's philosophy and procedures for program review as articulated in "A Conceptual Framework for Assessing Institutional Effectiveness" and, after receiving recommendations from the Community of Educators Senate, approve appropriate modifications (President).
    2. Review the results of all University program reviews and incorporate those findings into the strategic and annual planning and budget process.

i. Data Analysis
    1. Review the information and relevant formulas for calculations published in the University's Fact Book.
    2. Review the targets as established in the University's Strategic Plan.

j. In the following areas, the Community of Educators has primary responsibility. The Community of Educators initiates actions in these areas and, after receiving recommendation from the University Council, makes final recommendation to the President.
    1. Review proposals for new curricular and cocurricular programming initiatives which would significantly impact the University's basic philosophy and mission and/or significantly impact the allocation of financial and staffing resources (Community of Educators)
    2. Academic Calendar (Community of Educators)

k. In the following areas, the President has primary responsibility. The President initiates actions and, after receiving Community of Educators and University Council recommendations, takes final action.
    1. Community Covenant and Code of Conduct (President, Board)
    2. University Mission and Identity; Foundational Values; Statement of Faith (President, Board)
    3. The general structure of the governance system (i.e., governance responsibilities and protocol and the nature and function of the major governance bodies) (President, Board)

3.2.2 **Membership**

3.2.2.1 Elected Membership
  a. Two Ranked Faculty
     1. One representative from the Ranked Faculty Affairs Committee elected annually by the Ranked Faculty Affairs Committee
     2. One at-large representative from the Ranked Faculty elected by the Ranked Faculty to a two-year term
  b. Two employees with administrative contracts
     1. One representative from the Administrative Council elected annually by the Administrative Council
     2. One cocurricular educator elected by the cocurricular educators to two-year term
  c. Two Staff employees
     1. One representative from the Staff Council elected annually by the Staff Council
     2. One at-large staff representatives elected by the staff employees to a two-year term
  d. Two students from the Student Government Association, one of whom will be the Student Government Association President and one of whom will be the Student Government Association Vice President of Finance

3.2.2.2 Ex officio (by virtue of office)
  a. President, Chair
  b. Provost
  c. Special Assistant to the President and Provost for Program Development
  d. Vice President for Advancement
  e. Vice President for Finance and Strategic Planning (Chair in absence of President)
  f. Vice President for Operations
  g. University Legal Counsel (voice but no vote)
  h. Vice President for Human Resources and Compliance
  i. Dean, School of the Arts
  j. Dean, School of Business, Education and Social Sciences
  k. Dean, School of Science, Engineering and Health
  l. Dean, School of the Humanities
  m. Associate Provost
  n. Vice Provost/Dean of Students
  o. Associate Dean for Multicultural Programs
  p. Chief Enrollment Officer
  q. Director of Information Technology Services
  r. Director of Marketing and Public Relations
  s. Director of Development
  t. Director of Financial Operations and Controller
  u. Chair of the Community of Educators
  v. Chair of the Ranked Faculty Meeting
  w. Chair of the Staff Council
  x. Chair of the Administrative Council
  y. Assistant Director of Institutional Research

3.2.3 **University Council Leadership and Organization**

| 3.2.3.1 | The President serves as chair of the University Council. The Associate Provost/Chief Information Officer serves as chair in the President's absence. |

3.2.4   **Meeting Procedures**

3.2.4.1	The agenda for all University Council meetings will be set by the President and distributed electronically to all Council members at least two working days prior to each meeting.
3.2.4.2	The draft minutes for each University Council meeting will be available electronically to the full University community in a timely manner after the meeting. Formal approval of all minutes will take place at the following University Council meeting.
3.2.4.3	A quorum must be present to take official action. Such a quorum shall consist of more than 50 percent of the Council membership.
3.2.4.4	*Robert's Rules of Order* shall be the guiding framework for sessions of the University Council.

3.2.5   **Subcommittees of the University Council**. The University Council subcommittees are designed to be standing working groups within the University Council. They differ from other standing committees related to the University Council in that the membership of the subcommittees is made up almost exclusively of Council members. The University Council has the authority to add, delete, or modify the subcommittee structures as necessary to effectively fulfill its responsibilities. At the beginning of each academic year, after elections have taken place, the University Council will appoint members of the subcommittees for the following year.

3.2.5.1   Personnel

3.2.5.1.1   *Membership*
a. Vice President for Human Resources and Compliance, Chair
b. University Counsel
c. Chairs of the three personnel committees
d. One member of the University Council

3.2.5.1.2   *Responsibilities*
a. Periodically review all University-wide personnel policies as published in the *Personnel and Policies Manual* and recommend changes and additions (University Council, President).
b. Develop and recommend University-wide policies and guidelines related to full-time and part-time employee benefits (University Council).
c. Develop and recommend general guidelines and parameters covering all full-time and part-time employees related to terms of initial hire, evaluation, and professional development (University Council after input from three personnel committees, President).
d. Monitor employee morale and well-being.

3.3   **GOVERNING CHANGES IN THE UNIVERSITY GOVERNANCE**

3.3.1   The Community of Educators, University Council, and the three personnel meetings/councils each have the authority to recommend additions, deletions, and modifications in the standing committees within their respective areas and to create an ad hoc task force as they deem necessary to carry out their respective assigned responsibilities. They also have the authority to recommend changes in the membership, internal organization, and internal governance of their respective areas.

3.3.2   The general structure of the governance system (i.e., the existence, the governance responsibilities, and protocol of the major governance bodies) is the responsibility of the President and, ultimately, the Board of Trustees. Changes in the structure of the governance system will be processed as follows: The President will convene a broad-based ad hoc task force, and after receiving recommendations from the Community of Educators and University Council, the task force will make a recommendation to the President who makes a final recommendation to the Board.

3.4   **EMPLOYEE AFFAIRS GOVERNANCE**

3.4.1   **Background Definitions and Distinctions**

3.4.1.1   <u>Employment Classification</u>. For purposes of clarity and uniformity in employment policies, University full-time and part-time employees are classified in one of three contract groups. These classifications pertain to the employment relationship between the employee and the University and do not relate to their particular roles or to distinctions made for educational governance purposes.

      a.   Teaching Faculty
      b.   Administrative Employees
      c.   Staff Employees

3.4.1.2   <u>Three Representative Personnel Committees/Meetings</u>. The following three committees/meetings exist to represent the personnel needs and concerns of the employees in the three contract groups:

      a.   Ranked Faculty Meeting
      b.   Administrative Council
      c.   Staff Council

3.4.1.3   <u>Personnel policies and issues</u> are divided into two general categories:

      a.   *University-Wide*: Personnel policies and issues which apply to all University employees.
      b.   *Contract Group*: Personnel policies and issues which are specific to contract type.

3.4.2   **Ranked Faculty Meeting**

3.4.2.1   <u>Membership</u> [Revised 9-9-10]

      a.   Ranked Faculty
          1.   Term-tenure track
          2.   Clinical track
          3.   Lecturers
      b.   Provost (voice but no vote)
      c.   Dean, School of the Arts (voice but no vote)
      d.   Dean, School of Business, Education and Social Sciences (voice but no vote)
      e.   Dean, School of the Humanities (voice but no vote)
      g.   Dean, School of Science, Engineering, and Health (voice but no vote)
      h.   Director of Faculty Development (voice but no vote)

3.4.2.2   <u>Leadership</u>

      a.   Chair (Vice Chair from the previous year)
      b.   Vice Chair (elected annually by the Ranked Faculty)
      c.   Secretary (elected annually by the Ranked Faculty)
      d.   Parliamentarian. The chair of the Ranked Faculty meeting shall appoint annually a parliamentarian. The parliamentarian shall be a member of the Ranked Faculty. An individual may be reappointed without term limitations. [Approved 9/11/2000, Faculty Meeting]

3.4.2.3	Responsibilities
3.4.2.3.1	*University-Wide Policies and Issues*

a. Advise the University Council on University-wide personnel policies and issues (University Council, President).
b. Advise the University Council on policies related to benefits (University Council).
c. Respond to budget assumptions prepared by University Council (University Council).
d. Respond to the Strategic Plan (University Council).
e. Respond to facility initiatives and priorities (University Council).

3.4.2.3.2	*Contract Group Policies and Issues*

a. Establish procedures for selection of Ranked Faculty on University standing committees and implement this selection process.
b. Develop policies related to salaries (including term-tenure track faculty, clinical track faculty, lecturers, and adjunct instructors) within established University-wide parameters (Provost; President).
c. Provide input to the Ranked Faculty Affairs Committee's recommendation relative to annual Ranked Faculty salary adjustments (RFAC).
d. Recommend policies for Ranked Faculty appointment, rank, term tenure, and dismissal (Provost; President; Board of Trustees).
e. Recommend policies relative to duties and responsibilities of Ranked Faculty (Provost; President).
f. Recommend policies for promoting Ranked Faculty scholarship and development, including sabbatical leaves and terminal degree leaves (Provost; President).
g. Composition of membership, internal organization, and internal governance of the Ranked Faculty Meeting (Provost, President)
h. Express Ranked Faculty concerns related to University welfare. (The Chair or his/her designate, who shall submit the question or concern to the appropriate person or group in accordance with established governance responsibilities).

3.4.2.4	Implementation of Recommending Responsibilities

a. The recommendations of the Ranked Faculty Meeting are reported by the Provost to the President.
b. In some instances, the President's recommendation to the Board might differ from the recommendation the President received from the Ranked Faculty Meeting. If this should occur, then the President's recommendation to the Board will be communicated to the Ranked Faculty Meeting with enough lead time to allow them, if they so choose, to prepare proposed modifications to the President's recommendation. If the Board desires further input from the faculty, the Chair of the Ranked Faculty Meeting may be asked to explain the proposed modifications to the Board.

3.4.2.5	Meeting Procedures. The Ranked Faculty Meeting functions as a meeting of the whole.
3.4.2.5.1	*Rules*. *Robert's Rules of Order* shall be the guiding framework for sessions of the Ranked Faculty Meeting.
3.4.2.5.2	*Quorum* [Revised 11/15/04, Ranked Faculty Meeting]. In a duly announced meeting with a published agenda, the people in attendance constitute a quorum of the Ranked Faculty Meeting.
3.4.2.5.3	*Agenda*. Set by Chair of the Ranked Faculty Meeting and the Provost.

3.4.2.5.4	*Open Hearings*. All members of the Ranked Faculty are encouraged to attend open hearings to provide input to a person or committee in the process of either reaching a decision on a given issue or formulating a recommendation for later consideration.
3.4.2.6	<u>Supporting Committees of the Ranked Faculty Meeting</u>

    a. Ranked Faculty Affairs Committee
    b. Term-Tenure and Promotion Committee
    c. Scholarship and Development Committee

3.4.3	**Administrative Council** [Approved 7/31/05, President's Cabinet; updated 3/21/12]
3.4.3.1	<u>Membership</u>. One full-time representative from the following administrative units, elected by the employees in each administrative unit for two-year terms. The elected representative will serve as the liaison between the administrative unit, Human Resources, and the Administration.

    a. President's Office, Provost's Office, Boyer Center, Library, Curriculum, Academic Administrators (not in a School)
    b. All Schools' Administrators
    c. Student Success & Engagement, **two** representatives
    d. Information Technology Services/ Finance
    e. Enrollment Management
    f. University Advancement
    g. Operations
    h. Vice President for Human Resources and Compliance, *ex officio*. He or she serves as the administrative staff person for the committee.

3.4.3.2	<u>Leadership</u>

    a. Chair (Vice Chair from the previous year)
    b. Vice Chair, elected annually by the committee
    c. Agenda set by the Chair and the Vice President for Human Resources and Compliance

3.4.3.3	<u>Responsibilities</u>
3.4.3.3.1	*University-Wide Polices and Issues*

    a. Advise the University Council on University-wide personnel policies and issues (University Council, President).
    b. Advise the University Council on policies related to benefits (University Council).
    c. Respond to budget assumptions prepared by University Council (University Council).
    d. Respond to the Strategic Plan (University Council).
    e. Respond to facility initiatives and priorities (University Council).

3.4.3.3.2	*Group Policies and Issues*

    a. Advise, where appropriate, on personnel policies within established University-wide parameters (Human Resources, Personnel Subcommittee).
    b. Understand and provide input, where appropriate, on policies related to administrative salaries within established University-wide parameters (Human Resources, Personnel Subcommittee).
    c. Understand and provide input on foundational documents, as appropriate (Provost, President).
    d. Process individual and/or group questions or concerns related to group or University welfare (Chair, appropriate University administrator or committee).

e. Composition of membership, internal organization, and internal governance of the Administrative Council (Provost, President).

3.4.4   **Staff Council** [Approved 7/31/05, President's Cabinet; updated and approved 04/05/12, Staff Council]

3.4.4.1   <u>Membership</u>. One full-time staff representative from each of the following designated areas elected by the staff in that area. Elected to two-year staggered terms. The elected representative will serve as the liaison between employee area, Human Resources, and the Administration.

a. Dining Services
b. Campus Events & Conference Services
c. Facility Services
d. School, Department, Center
e. Advancement
f. Messiah Press/Postal Services/Safety
g. Finance /Information Technology Services
h. Student Success & Engagement
i. Registrar, Library, Enrollment Management
j. Vice President for Human Resources and Compliance, *ex officio*. He/she serves as the administrative staff person for the committee.

3.4.4.2   <u>Leadership</u>

a. Chair (Vice Chair from the previous year)
b. Vice Chair (elected yearly by the committee)
c. Past Chair will serve a one-year term (resource only)
d. Secretary will serve a one-year term
e. Agenda set by the Chair and the Vice President for Human Resources and Compliance

3.4.4.3   <u>Responsibilities</u>

3.4.4.3.1   *University-Wide Policies and Issues*

a. Advise the University Council on University-wide personnel policies and issues (University Council, President)
b. Advise the University Council on policies related to benefits. (University Council).
c. Respond to budget assumptions prepared by University Council (University Council).
d. Respond to the Strategic Plan (University Council).
e. Respond to facility initiatives and priorities (University Council).

3.4.4.3.2   *Contract Group Policies and Issues*

a. Advise, where appropriate, on personnel policies within established University-wide parameters (Human Resources, Personnel Subcommittee).
b. Understand and provide input, where appropriate, on policies related to staff salaries within established University-wide parameters (Human Resources, Personnel Subcommittee).
c. Understand and provide input on foundational documents, as appropriate (Provost, President).
d. Process individual and/or group questions or concerns related to contract group or University welfare (Chair, relevant University administrator or committee).
e. Composition of membership, internal organization, and internal governance of the Staff Council (Provost, President).