COE Handbook: Section Four

Campus Committees

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PART I: UNIVERSITY-WIDE POLICIES FOR CAMPUS COMMITTEES

A. Assignment of Committees to a Governance Body

Most standing committees are assigned to one of the main governance bodies: the Community of Educators, University Council, or the Ranked Faculty Meeting. In some cases, standing committees are jointly assigned to two of the main governance bodies. The governance body to which a committee is assigned has the authority to modify the membership and responsibilities of that committee, as well as create or delete standing committees in its area of authority.

B. Types of Standing Committees: Regular versus Advisory

1. ***Each standing committee falls into one of two categories: regular or advisory. A standing committee is to be considered a regular standing committee unless it is explicitly designated to be an advisory committee.***
2. ***Regular standing committees have two functions: to take action and to make recommendations. An action function is one in which the committee possesses the delegated authority to make and carry out a decision; a recommending function is one in which the committee makes a formal recommendation to another person or governance body for action. These different functions—action and recommending—shall be delineated in all descriptions of committee responsibilities; in the case of recommending functions, the person or body to whom the recommendation is made shall be identified.***
3. ***Advisory committees advise other persons or groups on campus or facilitate the implementation of established programs.***
4. ***There are a number of committees embedded in units of the University (departments, schools, divisions, etc.) that are not standing committees of University governance and therefore do not appear in the COE Handbook. These working committees do work internal to a unit of the University, but unlike governance committees, they are not assigned formal recommending or advisory functions that contribute to the work of governance.***

C. Ad Hoc Task Forces

An ad hoc task force can be established by the President, Provost, Community of Educators Senate, Ranked Faculty Meeting, University Council, and any standing committee as they deem necessary to fulfill their responsibilities. When University-wide issues emerge that require input from both the University Council and the Community of Educators, the President will create a University-wide ad hoc task force to address those issues. When created, a task force must have a clear mission, governance protocol, and timetable for deliberation and action.

D. Committee Minutes

The chair of each standing committee has the responsibility of overseeing the keeping of minutes of all committee meetings. Minutes must include the following: (1) list of members who were present, (2) summary of all official actions, and (3) the complete text of any policies and/or programs approved. The chair of the committee must ensure that all minutes are filed with the appropriate administrative office:

1. ***Community of Educators Committees: Office of the Provost***
2. ***University Council Standing Committees: Office of Finance and Planning***
3. ***Joint COE/University Council Committees: Office of Finance and Planning and Office of the Provost***
4. ***Ranked Faculty Meeting Committees: Office of the Provost***

E. The President's and Provost's Relationship to Committees

1. ***The President***
   The President, as the Chief Executive Officer of the University, has the privilege of attending meetings of each governance body and its standing committee and task forces (except in specified executive sessions of these governance bodies). The President has voting privileges only in those bodies and committees of which they are designated as a voting member.
2. ***The Provost***
   The Provost, given their supervisory role over the curriculum and cocurriculum, has the privilege of attending meetings of the Community of Educators or Community of Educators standing committees and task forces (except in specified executive sessions of these governance bodies). The Provost has voting privileges only in those bodies and committees of which they are designated as a voting member.

F. Clusters

1. ***Undergraduate Faculty Clusters***
   Undergraduate faculty clusters serve as a mechanism to provide breadth of disciplinary perspective on selected committees and task forces. They do not constitute separate deliberating or governance bodies. Undergraduate faculty clusters should be similar in size, and each cluster should have some degree of internal disciplinary affinity.
   a. Undergraduate Faculty Cluster 1
      (1) Communication
      (2) Language, Literature, and Writing
      (3) Music
      (4) Theatre and Dance
      (5) Art and Design
   b. Undergraduate Faculty Cluster 2
      (1) Business
      (2) Education
      (3) Social Work
      (4) Health, Nutrition, & Exercise Science

(5) Nursing

c. Undergraduate Faculty Cluster 3

(1) Biblical, Religious, and Philosophical Studies
(2) History, Politics, and International Relations
(3) Psychology, Criminal Justice & Sociology
(4) Human Development and Family Science

d. Undergraduate Faculty Cluster 4

(1) Chemistry and Biochemistry
(2) Biological Sciences
(3) Engineering
(4) Computing, Mathematics, and Physics

2. Graduate Faculty Cluster

The graduate faculty cluster consists of all faculty members whose primary appointment is in the School of Graduate and Professional Studies.

3. Ensuring Disciplinary Breadth

To provide adequate disciplinary breadth, any committee utilizing clusters that includes both undergraduate and graduate faculty representatives should have no more than one representative from each of the following disciplines:

a. UG-Music/GR-Music
b. UG-Education/GR-Education
c. UG-Nursing/GR-Nursing
d. UG Business/GR-Business

G. Policies Related to Committee Membership

1. Term Limits

A person elected or appointed to a committee may serve up to a maximum of two consecutive terms, unless otherwise noted in committee composition.

2. Expectation of Service

As a general rule, employees will not be required to serve on any standing committees. However, since committee work is a part of the institutional service expected of term- tenure track and clinical track faculty members, they are expected to be willing to serve on at least one standing committee in a given academic year.

3. Summer Expectations

Committee assignments involving ranked faculty will generally be carried out during the regular academic year. If major committee assignments require significant involvement of ranked faculty during the summer months, additional remuneration will be given at the same weekly rate as for teaching summer school.

4. Designees

When the description of a committee member indicates a given member or that member's "designee," this means that the given member has the choice of either serving on the committee for the year or designating someone else to serve on the committee for the year.

5. Proxies

Members of the Community of Educators Senate and all Community of Educators standing committees are not allowed to appoint a proxy to serve on their behalf when they are absent from a meeting.

H. Determining Membership on Committees

1. Persons are assigned to campus committees in one of the following ways:

a. Ex Officio Position. The member serves by virtue of the office they fill. Ex officio members are full members with both voice and vote. For some ex officio committee positions, policy may allow an ex officio member to appoint a designee for their position. When this occurs, the designee will serve in this position as the official member with voice and vote for the full year.

b. Elected Position. A governance position to which a person is elected by a balloting process that includes the entire constituency from which that person is chosen. For each elected position, two things must be clear:

(1) The candidate pool from which the person is elected

(2) The voting constituency for that particular election.

In general, elected positions tend to be weightier (more time-consuming, more significant to the particular constituency affected), whereas appointed positions tend to demand less time and deal with more narrow issues and responsibilities.

c. Appointed Position. A governance position to which a person is appointed by a person or group.

(1) For each appointment, two factors must be clear:

(a) The pool from which the person is appointed

(b) The appointing body or person

(2) An appointment happens in one of three ways:

(a) Appointment by a person (e.g., the Provost, Dean). In these cases, the person with the authority to make the appointment does so, and the appointment does not need to be confirmed by anyone else.

(b) Appointment by a representative body (e.g., the COE Steering Committee, Ranked Faculty Affairs Committee). Governance bodies making appointments should take into account diversity on committees as appropriate (e.g., discipline, gender).

(c) Appointment by a department. Individual departments are free to determine how these appointments are done; e.g., one department may give the chair the authority to make its appointments, another department may form a subcommittee to make its appointments, and a third department may decide to conduct its own internal elections, etc.

PART II: UNIVERSITY COUNCIL STANDING COMMITTEES

A. Institutional Technology Committee

2. Membership

a. Associate VP for Institutional Research & Information Technology, chair
b. Director of IT Security
c. Director of Applications Development & Support
d. Director of Systems & Network Communication
e. One representative from each of the following administrative areas appointed by the executive leader in the respective area, typically the data custodian or director:
   (1) Advancement
   (2) Enrollment Management
   (3) Finance
   (4) Financial Aid
   (5) Human Resources/Payroll
   (6) Institutional Research
   (7) Operations
   (8) Procurement Services
   (9) Registrar
   (10) Student Financial Services
   (11) Student Success and Engagement
   (12) Web and Digital Marketing
f. Associate Provost
g. One faculty representative from Educational Technology Committee, appointed by the Associate Provost

3. Recommending Functions

a. Periodically review IT policies and recommend changes, deletions, or additions (University Council).
b. Respond to and recommend major changes in services provided by Information Technology Services (University Council).

4. Action Functions

a. Solicit and respond to input from employees on issues and concerns related to Information Technology Services.
b. Receive annual goals developed by Information Technology Services.
c. Decide on standards to make institutional data more consistent and usable. Major goals include but are not limited to reducing data entry errors, improving the reliability of system-generated information, and producing the information needed to manage the strategic initiatives of the University.
d. Work with Information Technology Services to develop and/or arrange for employee training in information security, data standards, and the use of technology.
e. Facilitate two-way communication between Information Technology Services and committee members' respective areas, ensuring regular updates on IT-related initiatives and developments from all parties.

PART III: JOINT JURISDICTION OF UNIVERSITY COUNCIL AND COMMUNITY OF EDUCATORS

A. Gender Concerns Committee

1. Membership

a. Chair, appointed by the Provost and the Vice President for Diversity Affairs
b. One ranked faculty member, appointed by the COE Steering Committee to a three-year term
c. One educator from the division of Student Success and Engagement, appointed by the COE Steering Committee to a three-year term
d. One additional member of the COE, appointed by the COE Steering Committee to a three-year term
e. One member of the Title IX team, appointed by the chair of the Gender Concerns Committee
f. One staff or administrative employee, appointed by the Assistant Vice President for Human Resources in consultation with the chair of the Gender Concerns Committee to a three-year term
g. Two undergraduate students, appointed by the Student Government Association in consultation with the chair of the Gender Concerns Committee
h. One student from the School of Graduate & Professionals Studies, appointed by Dean of the School of Graduate and Professional Studies, in consultation with the Provost

2. Recommending Functions

a. Receive issues of concern related to gender brought by members of the University community and make recommendations to the appropriate council(s) or administrative office.
b. Provide feedback to appropriate councils or offices regarding effective policies and procedures related to gender concerns.

3. Action Functions

a. Oversee the Riegsecker Endowment funds and develop an annual budget, including faculty development grants affiliated with the endowment.
b. Provide input and support to the Office of Diversity Affairs.
c. Act as a resource for employee and student groups working on issues of gender at the University.
d. Partner with University groups to support, develop, and implement educational programming for employees and students related to gender, including Women's HERstory Month.
e. Consult with the Department of Psychology, Criminal Justice, and Sociology chair to support course development, curriculum review, student engagement, and promotion related to the Gender Studies Minor.

PART IV: COMMUNITY OF EDUCATORS STANDING COMMITTEES

A. COE Committee Educational Oversight

The table below identifies the scope of each COE committee's educational oversight—whether the concerns are university-wide (i.e., both UG and GR), restricted to UG education, or restricted to GR education.

University-Wide	Undergraduate-Only	Graduate-Only
Assessment of Student Learning Committee	Awards and Recognition Committee	Graduate Council
Educational Technology Committee	Cocurricular Education Council	
Institutional Review Board	Community Engagement Committee	
Interprofessional Education and Collaboration Advisory Committee	Community Standards Committee	
Library Committee	Experiential Learning Initiative Oversight Committee	
	First Year Experience Committee	
	General Education Committee	
	Institutional Animal Care and Use Committee	
	Oakes Museum Committee	
	Peace and Conflict Studies Committee	
	Pre-Health Professions Advising Committee	
	Teacher Education Committee	
	Undergraduate Academic Council	
	Undergraduate Research Committee	

B. Assessment of Student Learning Committee

1. Purpose

Guide and support the assessment of student learning while promoting a culture of inquiry among Messiah University educators in order to enhance student learning.

2. Membership

a. Director of Assessment (Chair), represents the institutional level responsibility for the assessment of student learning

b. Assistant Director of Institutional Research, represents an institutional and environmental view of the assessment of student learning

c. Vice Provost for Student Success and Engagement & Dean of Students, or designee, represents assessment of the cocurriculum and an institutional view of the assessment of student learning

d. Dean of General Education, Common Learning & Academic Support or designee, represents assessment of student learning outcomes in the general education curriculum

e. Cocurricular educator, represents both a cocurricular and collective student point of view of the assessment of student learning; appointed by the Vice Provost for Student Success and Engagement & Dean of Students.

f. Five faculty members, one from each of the four undergraduate faculty clusters and one ranked faculty member from the graduate faculty cluster, representing both a faculty member and collective student point of view of the assessment of student learning; appointed by the Associate Provost with recommendations from the Director of Academic Assessment and the School Deans to three-year staggered terms. One of these faculty members must be from a program that has accreditation external to Middle States.

g. One librarian, represents assessment of student learning outcomes in First Year Seminar and throughout the curriculum; appointed to a three-year term by the Director of the Library

h. One undergraduate student, represents an actual undergraduate student view of the assessment of student learning; appointed by the Director of Academic Assessment to a one-year term

i. One graduate student represents an actual graduate student view of the assessment of student learning; appointed by the Director of Academic Assessment to a one-year term

3. Reporting and Operating Structure

a. Committee of COE Senate (assessment of student learning)

b. The committee chair will meet regularly with Provost's Cabinet to confer on direction and resourcing.

4. Recommending Functions

a. Maintain an institution-wide assessment of student learning plan that flows from the mission of the University and fulfills Middles States requirements (Provost's Cabinet, Community of Educators Senate).

(1) This document will describe a unified approach to the assessment of student learning including the goals of our assessment efforts, the implementation of assessment plans, and tracking and reporting assessment data and action plans.

(2) The plan will be informed on an ongoing basis by the Provost's goals and plans for the assessment of student learning.

b. Establish, review, and maintain the Messiah University Assessment Manual as needed (Community of Educators Senate).

5. Action Functions

a. Promote effective assessment practice at the course, program, and institutional levels and to build a culture of assessment of student learning.

(1) Identify needs for the development of educators.

(2) Review and provide feedback for department/program assessment plans.

(3) Approve assessment plans accompanying new program proposals or substantive curricular revisions.

(4) Identify appropriate rewards for educators doing assessment work.

(5) Identify necessary resources to support ongoing improvement in the area of assessment.

b. Implement the overall plan by collecting and analyzing annual program/department assessment of student learning reports from School Deans.
   (1) Collate and synthesize assessment reports into an annual report of student learning that identifies themes and recommendations.
   (2) Make advisory recommendations to appropriate unit(s).
   (3) Share annual report with Community of Educators.

c. Identify training and support needs for the full and effective use of the assessment management system.
   (1) Work with chairs, directors, and administrative assistants to recognize training needs and effective means of meeting those needs.
   (2) Monitor the impact of assessment implementation on the workload of department chairs and administrative assistants.
   (3) Periodically review assessment management system and other tools.

d. Inform the preparation of assessment evidence and reporting for Middle States reports (Self Study and Periodic Review report) every five years.

C. Awards and Recognition Committee

1. Membership

The Chair, will be one of the School Deans, as appointed by the Provost

a. Dean, School of Arts, Culture and Society
b. Dean, School of Science, Engineering and Health
c. Vice Provost for Student Success and Engagement & Dean of Students, or designee
d. One ranked faculty member and one cocurricular educator, appointed by the Community of Educators Steering Committee to two-year staggered terms

2. Recommending Functions

a. Develop philosophy, policies, and procedures related to campus-wide student awards (Community of Educators).

3. Action Functions

a. Oversee the nomination and selection process for the Alumni Merit Award.
b. Review any new proposals for campus-wide student awards.
c. Present nominations for all student awards to the appropriate group as determined by accepted policy.

D. Cocurricular Education Council

1. Membership

a. Vice Provost for Student Success and Engagement & Dean of Students, Chair
b. Director of Multicultural Student Programs
c. Dean of Campus Ministries
d. Director of Counseling Services

e. Director of Student Engagement
f. Director of Residence Life
g. Executive Director of Athletics, or designee
h. School Dean, or designee, appointed by Provost to a two-year term
i. One curricular educator, elected by the curricular educators to a two-year term
j. One member of the Department of Biblical, Religious and Philosophical Studies, appointed by the Department to a two-year term
k. One cocurricular educator, elected by the cocurricular educators to a two-year term
l. One representative from the Agapé Center, appointed by the Vice Provost for Student Success and Engagement & Dean of Students to a two-year term
m. Faculty Athletics Representative, i.e., one faculty member appointed by the Provost to represent the academic interests of student athletes. This position is required by the NCAA. There is no specific term length
n. Two students, appointed by the Student Government Association. SGA VP for Organizations should be one of those student representatives

2. Recommending Functions

a. Develop and periodically review the University's philosophy of cocurricular education in the context of the University's mission and identity, University-Wide Educational Objectives, and cocurricular principles; and suggest changes (Community of Educators, President, Board of Trustees).
b. Develop and periodically review cocurricular education programs and establish major new programs, or delete such existing programs (Community of Educators, President, Board of Trustees).
c. Periodically review cocurricular education policies and recommend modifications (Community of Educators). Such policy areas will include, but not be limited to, the following:
   (1) Chapel program
   (2) Cocurricular involvement eligibility while on chapel, academic, and disciplinary probation
   (3) Counseling services
   (4) Health services and wellness education
   (5) Intercollegiate athletics
   (6) Leadership education
   (7) Multicultural education and international student programs
   (8) Orientation
   (9) Recreational sports
   (10) Residence life
   (11) Student activities
   (12) Student media

3. Action Functions

a. Approve changes in existing cocurricular programs within the context of Undergraduate Learning Outcomes and cocurricular principles.

b. Review and approve student clubs and organizations.

E. Community Engagement Committee

1. Membership

a. Director of Service Learning & Community Engagement, Chair
b. Dean of General Education, Common Learning & Academic Support
c. Director, Collaboratory for Strategic Partnerships and Applied Research
d. ELI Faculty Fellow, appointed by the chair
e. Two ranked faculty members, one from each school, appointed by the Community of Educators Steering Committee to two-year staggered terms

2. Recommending Functions

a. Advise the Provost on ways to enhance efficiencies, communication, and collaboration among educational programs interfacing with the community (Provost).

3. Action Functions

a. Serve in an advisory capacity to any member of the council responsible for implementing a University program involving the local or regional community.
b. Provide counsel to faculty and students needing assistance with community-based program initiatives.
c. Serve as a liaison between all campus units who offer educational programming to the local and regional community.
d. Develop and periodically review strategies for organizing and disseminating information about community involvement to the broader Messiah community administrators, faculty, staff, and students.
e. Foster collaboration between and among community-oriented units on campus.

F. Community Standards Committee

1. Membership

a. Vice Provost for Student Success and Engagement & Dean of Students, Chair
b. Dean of Campus Ministries, or designee
c. School Dean, or designee, appointed by the Provost
d. Department Chair, appointed by the Provost to a two-year term
e. Director of Residence Life
f. Vice President for Diversity Affairs, or designee
g. Two ranked faculty members, appointed by the Community of Educators Steering Committee to two-year staggered terms
h. Two Community of Educators members who are not ranked faculty members, appointed by the Community of Educators Steering Committee to two-year staggered terms
i. One educator from the Community of Educators who is employed as a counselor for the Engle Center, appointed by the Community Standards Committee Chair, in consultation with the Engle Center, to a two-year term
j. Two students appointed by the Student Government Association

2. Recommending Functions

a. Develop and review student behavioral standards and policies that align with the Code of Conduct and institutional mission (Community of Educators).

3. Action Functions

a. Facilitate and develop ways of encouraging students to understand and live according to the Community Covenant and the student behavioral standards and policies of Messiah University.

b. Constitute the University Review Board (a subcommittee of the Community Standards Committee).

(1) The University Review Board performs the following functions:

(a) The University Review Board conducts hearings involving serious violations of the University's Code of Conduct (excluding Title IX-related incidents).

(b) The University Review Board hears and acts upon appeals from other hearing bodies under the guidelines outlined in the *Student Handbook*.

(c) All appeals of the University Review Board's decisions are heard by the Vice Provost for Student Success and Engagement & Dean of Students, whose decision is final.

(2) University Review Board Membership*

(a) Ranked Faculty member in his/her second year of service on the Community Standards Committee, Chair

(b) Ranked Faculty member in his/her first year of service on the Community Standards Committee, Vice Chair

(c) Vice President for Diversity Affairs, or designee

(d) At least one of the two educator representatives (non-ranked faculty members) on the Community Standards Committee

(e) At least one of the two student representatives on the Community Standards Committee

(f) Engle Center counselor

G. Educational Technology Committee

1. Membership

a. Associate Provost, chair

b. Six ranked faculty members

(1) Four ranked faculty members, one from each undergraduate faculty cluster (excluding the Department of Computing, Mathematics and Physics), appointed by the COE Steering Committee to three-year staggered terms

(2) One ranked faculty member from the graduate faculty cluster, appointed by the COE Steering Committee to a three-year term

(3) One faculty representative from the Department of Computing, Mathematics and Physics, appointed by the Dean of the School of Science, Engineering and Health to a three-year term

c. One library educator, appointed by the Director of Murray Library to a three-year term

d. One cocurricular educator, appointed by the Vice Provost for Student Success and Engagement & Dean of Students to a three-year term
e. Director of Educational Technology and Innovation
f. Director of Faculty Development, or designee
g. One instructional designer, appointed by the Director of Educational Technology and Innovation
h. Director of Application Development and Support, or designee
i. One undergraduate student, appointed by the Student Government Association
j. One graduate student, appointed by the Dean of the School of Graduate and Professional Studies

2. Recommending Functions

a. Recommend policies related to online course delivery (Community of Educators Senate).
b. Recommend policies related to the educational use of technology (Community of Educators Senate).
c. Respond to proposals for major changes in educationally-related services provided by ITS to departments, programs, educators, and students (Institutional Technology Committee, University Council).

3. Action Functions

a. Solicit and respond to input from educators on issues and concerns related to Information Technology Services.
b. Communicate to educator groups the status of initiatives and developments within Information Technology Services.
c. Communicate to Information Technology Services the need for training and services in the area of educational technology.

H. Experiential Learning Initiative Oversight (ELIOC) Committee

1. Purpose

The ELI Oversight Committee provides oversight to the purpose, objectives, and programs associated with the Experiential Learning Initiative. The ELIOC assesses and ensures quality, consistency, and rigor among the ELI-approved experiences.

2. Membership

a. Dean of General Education, Common Learning & Academic Support, Chair
b. Director, Career and Professional Development Center
c. Director of Service Learning & Community Engagement
d. Director of Off-Campus Programs
e. Service-Learning Faculty Fellow, appointed by the Provost's Office to a three-year term
f. Off-Campus Programs Faculty Fellow, appointed by the Provost's Office to a three-year term
g. Internships/Practica Faculty Fellow, appointed by the Provost's Office to a three-year term

h. Two ELI Research Faculty Fellows representing two different Schools, appointed by the Provost's Office to three-year terms

3. Recommending Functions

a. Periodically review the purpose and objectives of ELI.
b. Recommend programming, policies, and processes for ELI (COE Senate / Provost).
c. Propose revisions in existing as necessary.

4. Action Functions

a. Annually document and review approved programming associated with ELI.
b. Assess and share outcomes of the ELI.
c. Advise administrative offices, academic departments, and campus committees regarding the ELI.
d. Review and respond to exceptional cases and proposals requesting ELI approval.
e. Research trends and best practices in experiential learning.

I. First Year Experience Committee – Suspended Fall 2024

1. Purpose

The First Year Experience Committee provides oversight to the purpose, objectives, and programs associated with the first University year. The First Year Experience Committee reviews curricular and cocurricular strategies to ensure a successful transition from high school to the first University year. This includes a focus on promoting:

a. An academic environment of learning and inquiry
b. Healthy social relationships
c. A rediscovery of self and God
d. An awareness of the broad possibilities of leadership and involvement
e. An introduction to the values and mission of the institution

2. Membership

a. Vice Provost for Student Success and Engagement & Dean of Students, Chair
b. Director of Common Content
c. Director of Academic Advising
d. Director of Student Engagement, or designee
e. Director of Student Success
f. Director of Career and Professional Development Center
g. Director of Agapé Center for Local and Global Engagement
h. Associate Director of Admissions/Coordinator of Telecounseling
i. Dean of Campus Ministries, or designee
j. Director of International Student Programs
k. One librarian, appointed by the Community of Educators Steering Committee to a three-year term
l. One ranked faculty member, appointed by the Community of Educators Steering Committee to a three-year term

m. One representative from Athletics, appointed by the Vice Provost for Student Success and Engagement & Dean of Students to a three-year term.
n. Director of Multicultural Student Programs
o. Assistant Director of Residence Life-First Year Experience
p. Sophomore Student Representative, appointed by the Student Government Association

3. Recommending Functions

a. Periodically review the purpose and objectives of the First Year Experience (Community of Educators Senate).
b. Propose new educational programming (Cocurricular Education Council/Academic Council/General Education Committee [as appropriate], Community of Educators Senate).
c. Propose revisions in existing programming (Cocurricular Education Council/Undergraduate Curriculum Subcommittee of Academic Council/General Education Committee [as appropriate]).

4. Action Functions

a. Annually document and review approved programming.
b. Coordinate annual programming.
c. Assess the First Year Experience program.
d. Act as liaison between the First Year Experience programming, admissions programming, and the advising of first year students.
e. Adopt the annual common text in consultation with the General Education Committee and the Core Steering Committee.
f. Research trends and best practices in First Year Experience.
g. Advise administrative offices, academic departments, and campus committees regarding the First Year Experience.
h. Review information literacy work already occurring in the First Year Seminar and advise on improvements.
i. Work with the Retention Team to help meet retention goals.

J. General Education Committee

1. Membership

a. Dean of General Education, Common Learning & Academic Support, Chair
b. Associate Provost
c. Registrar, or designee
d. Four ranked faculty members, one from each undergraduate faculty cluster, appointed by the Community of Educators Steering Committee to two-year staggered terms
e. Faculty liaison to the Agapé Center for cross-cultural courses
f. One librarian, appointed by the librarians to a two-year term
g. Director of Writing
h. Director of Common Content

i. One cocurricular educator, appointed by the Community of Educators Steering Committee to a two-year term

j. One student, appointed by the Student Government Association

2. Recommending Functions

a. Periodically review the Curricular Principles for General Education and propose appropriate modifications (Academic Council, Community of Educators).

b. Periodically review the structure of General Education requirements and propose modifications (Undergraduate Curriculum Subcommittee of Academic Council, Community of Educators).

c. Review and recommend courses for the General Education program (Undergraduate Curriculum Subcommittee of Academic Council).

d. Develop guidelines that satisfy General Education requirements for departments or individual students with unique circumstances, e.g., major overlap with General Education, students with disabilities, etc. (Undergraduate Curriculum Subcommittee of Academic Council).

3. Action Functions

a. Establish course parameters for all IDS courses within the COE-approved structure for the General Education program.

b. Review appeals from students regarding the satisfying of curricular requirements.

c. Consult, as appropriate, with representatives of other educational units (e.g., international, library, service-learning) regarding the concerns of their areas for General Education.

K. Graduate Council

1. Membership

a. Dean of the School of Graduate and Professional Studies, Chair

b. Senior Associate Registrar for SGPS, or designee

c. Assistant Registrar for SGPS

d. One graduate program director or program coordinator, elected by the graduate faculty to a two-year staggered term

e. One graduate program director or program coordinator, appointed by the dean to a two-year staggered term

f. One non-program director or program coordinator, elected by the graduate faculty to a two-year staggered term

g. One non-program director or program coordinator, appointed by the dean to a two-year staggered term

h. One librarian, appointed by the Director of Murray Library to a two-year term (two-term maximum)

i. Director, Enrollment for School of Graduate and Professional Studies (voice, no vote)

j. Director of Operations and Finance for SGPS (voice, no vote)

2. Recommending Functions

a. Periodically review the Foundational Educational Principles for Graduate Programs (COE Senate, Provost).
b. Recommend revision to "The General Framework for Graduate Studies at Messiah University" (COE Senate, University Council, President).
c. Approve the concept and the curricular programming for new graduate programs (COE Senate, University Council, Provost, President).
d. Recommend new and revisions to current graduate program policies (COE Senate, Provost), including but not limited to the following:
   (1) Academic Grading System
   (2) Class Attendance
   (3) Course Syllabi
   (4) Examinations
   (5) Directed Study, Independent Study, Internship, Practicum
   (6) Repeating Courses
   (7) Graduation Requirements
   (8) Academic Calendar
   (9) Course Scheduling/Registration
   (10) Academic Advising Policies
e. Recommend revision to develop and review changes in graduate student behavioral standards.

3. Action Functions

a. Advise the Dean of the School of Graduate and Professional Studies on graduate programming and administrative issues related to graduate programs.
b. Approve curricular revisions to existing graduate programs. All such actions will be sent to the Community of Educators for informational purposes. These actions are final unless challenged in writing by three faculty members from two different departments. All appeals must be made to the Provost in writing within seven days of the date of the Graduate Council action mailing. Such appeals will then be brought to the Community of Educators Senate for final action.
c. Review and assess graduate student satisfaction data.
d. Approve revisions to the admissions requirements.
e. Advise Provost's Cabinet on university-wide academic policies (after receiving input from both Undergraduate Academic Council and Graduate Council, the Provost's Cabinet will formulate a recommendation that goes to COE Senate for approval).

4. Graduate Curriculum Management Subcommittee

a. Membership
   (1) Dean of the School of Graduate and Professional Studies, Chair
   (2) Senior Associate Registrar for SGPS
   (3) Assistant Registrar for SGPS
   (4) Director of Operations and Finance for SGPS
b. Recommending Functions

(1) Review all curricular requirements and courses for new graduate academic programs (Graduate Council, Community of Educators).
(2) Recommend substantive changes in requirements and addition, modification, or deletion of courses for existing graduate curricular programs, including internships, pratica, and other field studies (Graduate Council).

c. Action Functions
(1) Coordinate periodic reviews of graduate curricular program(s).
(2) Approve non-substantive changes to existing graduate curricular programs (e.g., course title, course description, course learning outcomes, capacity, fees, etc.).
(3) Approve, as proposed, policy/policies for the effective administration of the graduate curriculum, e.g., cross-listing of courses, credit by examination, credit granted for external programs, etc.
(4) Approve changes* in requirements and addition, modification, or deletion of courses for existing graduate curricular programs, including internships, practica, and other field studies.

*All Graduate Curriculum Management Subcommittee actions in this regard will be communicated by the Provost's Office to the Community of Educators for informational purposes. These actions are final unless challenged in writing by three faculty members from two different departments. All appeals must be made to the Provost in writing within seven days of the date of the Provost Office's communication. Such appeals will then be brought to the Community of Educators Senate for final action.

5. Academic Appeals Subcommittee

a. Membership
(1) Senior Associate Registrar for SGPS, Chair
(2) Two Community of Educators members from Graduate Council, elected by Graduate Council for 2-year staggered terms

b. Action Functions
(1) Review petitions and academic records for students placed on academic dismissal that submit an appeal; discuss and vote upon the appeal.
(2) The Senior Associate Registrar will communicate the decision of the subcommittee to the student, the student's Program Director, the student's academic advisor, and other administrative offices as appropriate.

L. Institutional Animal Care and Use Committee

1. Membership

All members are appointed by the designated Institutional Official (i.e., the Provost) in consultation with the Dean of the School of Science, Engineering and Health.

a. Ranked faculty member who is an experienced institutional animal user, chair
b. Ranked faculty member who is an experienced institutional animal user
c. Ranked faculty member who is an experienced institutional animal user or with interest in animal care
d. Ranked faculty member who has an interest in Sustainability

e. Doctor of Veterinary Medicine

f. Non-affiliated community member (not an animal researcher)

2. Action Functions

a. Assures compliance with national standards for housing and use of animals as published by The Office of Laboratory Animal Welfare (OLAW) and the American University of Laboratory Animal Medicine (ACLAM), and related organizations that largely derive from the Animal Welfare Act (AWA).

b. Reviews the animal program and housing facilities semiannually, and review and approve on ongoing basis procedures for the use of animals in research and/or teaching (beyond simple housing and maintenance for display purposes).

c. Assures that institutional facilities in which animals are housed must meet certain minimum environmental standards for cleanliness, space, ventilation, storage and control of infestation.

d. Provide relevant education and training for its members, as well as animal handlers and investigators within the institution.

M. Institutional Review Board

1. General Guidelines for Membership

a. The Institutional Review Board (IRB) will be comprised of at least five voting members. Membership must include at least one individual whose primary concern are in scientific areas, at least one member whose primary concerns are in nonscientific areas, and at least one member who is neither affiliated with the institution nor the immediate faculty member of a person affiliated with the institution.

b. Appointed members to the IRB will be sufficiently qualified in their experiences and expertise and sensitive to community attitudes so as to be respected for their advice and counsel in safeguarding the rights and welfare of human subjects.

c. IRB members shall not participate in the review of any project in which they are involved as researchers or subjects, thus avoiding even the appearance of a conflict of interest.

d. All attempts will be made to ensure diversity among board members, including gender, ethnicity, and primary discipline (e.g., School).

e. The School Deans, in consultation with the Provost, the Vice Provost for Student Success and Engagement & Dean of Students, and the IRB Chair, will appoint IRB members to three-year staggered terms.

f. The IRB Chair and Assistant Chair will be appointed by the Provost to three-year terms.

2. Membership

a. Chair, appointed by the Provost to a three-year term

b. Assistant Chair, appointed by the Provost to a three-year term

c. One ranked faculty member from the School of Science, Engineering and Health, appointed by the School Dean to a three-year term

d. One ranked faculty member from the School of Arts, Culture and Society, appointed by the School Dean to a three-year term

e. One ranked faculty member from the School of Graduate and Professional Studies, appointed by the School Dean to a three-year term

f. One cocurricular educator who is a non-scientist, appointed by the Vice Provost for Student Success and Engagement & Dean of Students to a three-year term

g. One external reviewer (a person who is neither affiliated with the University nor an immediate family member of a person who is affiliated with the University), appointed by the Provost in consultation with the IRB Chair

h. When research is reviewed involving a category of vulnerable subjects (e.g., prisoners, children under 18), the IRB will take measures to secure the expertise of someone who has experience in working with this category of subject. This means identifying at least one regular IRB member or including one ad hoc member who has a primary concern for the welfare of these subjects. Ad hoc members may not be used to establish a quorum (as defined by *45 CRF 46*) and may not vote or serve as a primary reviewer.

i. The IRB Chair, in consultation with the Provost, may appoint additional members to the committee as needed

3. Functions

The IRB operates under the rules set forth in the Code of Federal Regulations *45 CFR 46* and *The Belmont Report*, both publications of the U.S. Department of Health and Human Services. The primary duties of the IRB are as follows:

a. Approve, require modifications in, or disapprove all research activities that fall within its jurisdiction as specified by federal, state, and local regulations and University institutional policies. (The Provost has the authority to overrule an IRB approval of a research protocol based on institutional considerations. The Provost does not have the authority to overrule an IRB rejection.)

b. Protect human subjects from undue risk and deprivation of human rights and dignity, including extinction from studies of no scientific merit.

c. Ensure that informed consent is appropriately documented or appropriately waived in accordance with §46.117 of the Code of Federal Regulations.

d. Confirm that the research plan makes adequate provision for maintaining the confidentiality of data and ensuring the safety and privacy of subjects.

e. Maintain an equitable balance between potential benefits of the research to the subjects and/or society and the risks assumed by the subject.

f. Determine that the research design and study methods of a protocol are appropriate to the objectives of the research and the field of study.

g. Ensure compliance of research protocols with the regulations of the Department of Health and Human Services and other funding agencies when appropriate.

N. Interprofessional Education and Collaboration Advisory Committee

1. Membership

Membership will be comprised of one faculty member from the academic programs that have an interest, or requirement, of providing students with interprofessional educational activities. The Chair of the IPEC will be appointed by the Dean of the School of Graduate Studies and the Provost and will serve a two-year term. Membership of Advisory Committee members will be two-year terms that are staggered, and members will be appointed by their relevant Dean (no term limits).

a. Graduate Nursing Faculty Member
b. Undergraduate Nursing Faculty Member
c. Athletic Training Program Faculty Member
d. Nutrition and Dietetics Faculty Member
e. Master of Occupational Therapy Faculty Member
f. Doctor of Physical Therapy Faculty Member
g. Graduate Program in Counseling Faculty Member
h. Undergraduate Social Work Faculty Member
i. Human Development and Family Science Faculty Member
j. Master of Social Work Faculty Member
k. Two graduate student representatives, appointed and approved by Graduate Council
l. Two undergraduate student representatives, one appointed by the chair of the Nursing Department and one by the chair of Social Work

2. Action Functions

a. Develop interprofessional education collaborative (IPEC) experiences for students based on the national IPEC core competencies for interprofessional collaborative.
   (1) Provide both introductory and reinforced levels of interpersonal educational experiences.
   (2) Be applicable to all programs represented on the IPE committee membership
   (3) Minimally occur once each semester (fall, spring, summer)
b. Promote smaller IPEC educational opportunities twice during the year which target 2-4 professional areas.
c. Conduct formative and/or summative assessment measures for all IPEC educational experiences.
d. Disseminate assessment data to participating programs and prospective students.

O. Library Committee

1. Membership

a. Director of Murray Library, Chair
b. Manager of the Institutional Repository (Mosaic)
c. Four ranked faculty members, one from each undergraduate faculty cluster, appointed by the Community of Educators Steering Committee to two-year staggered terms
d. One ranked faculty member from the graduate faculty cluster, appointed by the Community of Educators Steering Committee to a two-year term

e. Two students, appointed by the Student Government Association
f. One member from Friends of Murray Library, appointed by the Friends of the Murray Library Board
g. Messiah University Archivist, or designee

2. Recommending Functions

a. Review and recommend policies for the Library relative to acquisition and use of the Library's materials and Library services (Community of Educators).
b. Review and advise on Library strategic planning (Director of Murray Library).
c. Review and make recommendations on management of the Institutional Repository (Director of Murray Library).

3. Action Functions

a. Review the annual materials budget (physical items and online resources and services).
b. Participate in and promote Library assessment activities.
c. Provide support for the Library by assisting with outreach to the campus community and the larger community relative to Library activities.
d. Promote Friends of Murray Library's programs, events, and activities.

P. The Oakes Museum Committee

1. Membership

a. Director of The Oakes Museum, Chair
b. Dean, School of Science, Engineering and Health
c. Chair of the Department of Biological Sciences (or designee)
d. Two members from the Community of Educators from outside the Department of Biological Sciences, appointed by the Dean of the School of Science, Engineering and Health to two-year staggered terms
e. One student with a major in the Department of Biological Sciences, appointed by the Chair of the Department of Biological Sciences to a one-year term

2. Recommending Functions

a. Periodically review the Museum's mission statement, policies, programming and outcomes, and propose appropriate modifications (Provost, Community of Educators).
b. Advise the Director on ways to facilitate and enhance fulfillment of the Museum's mission (Director).

3. Action Functions

a. Oversee the Museum's educational and research activities.
b. Oversee the Education Program Review.
c. Establish and periodically review acquisition and de-accessing policies for the Museum's collections.
d. Establish policy and act on requests for the loan of Museum collections and equipment by University and non-University groups.

Q. Peace and Conflict Studies Committee

1. Membership (attention will be given to School diversity in all appointments)

a. Director of the Peace and Conflict Studies Program, Chair

b. Each of the three core disciplines of the major – Biblical, Religious and Philosophical Studies; History, Politics and International Relations; and Psychology, Criminal Justice, and Sociology – will be represented by one faculty member who teaches at least one course in the major. Faculty are appointed by the Director of the Peace and Conflict Studies Program, in consultation with the relevant School Dean to three-year staggered terms.

c. One cocurricular educator, appointed by the Provost in consultation with the Director of the Peace and Conflict Studies Program and the Vice Provost for Student Success and Engagement & Dean of Students to a three-year term.

d. One educator, appointed by the Provost in consultation with the relevant Dean or supervisor to a three-year term.

e. Two students, appointed by the Director of the Peace and Conflict Studies Program

2. Recommending Functions

a. Periodically review the mission and goals of the Peace and Conflict Studies Initiative (Community of Educators Senate).

b. Propose curricular and cocurricular programming (Academic Council/Cocurricular Education Council, Community of Educators Senate).

c. Approve changes in existing Peace and Conflict Studies curricular programming (Undergraduate Curriculum Subcommittee of Academic Council).

3. Action Functions

a. Establish criteria for developing and recommending elective courses for the Peace and Conflict Studies major and minor.

b. Advise the Director of the Sider Institute and support the work of the Peace and Conflict Studies Initiative.

c. Periodically assess the effectiveness of the Peace and Conflict Studies Initiative, in general, and the Peace and Conflict Studies major and minor, in particular.

R. Pre-Health Professions Advising Committee

[formerly Pre-Medical Committee]

1. Membership

The Chair shall be elected to a three-year term by the committee membership, facilitated by the Dean of the School of Science, Engineering and Health.

a. Two faculty members from the Departments of Biological Sciences; one faculty member from the department of Chemistry and Biochemistry, and one faculty member from the Department of Health, Nutrition, and Exercise Science; all appointed by their respective departments to two-year staggered terms

b. One ranked faculty member from outside the Departments of Biological Sciences; Chemistry and Biochemistry; Health, Nutrition, and Exercise Science, appointed by the Community of Educators Steering Committee to a two-year term

c. Dean, School of Science, Engineering and Health (ex officio, non-voting)
d. Coordinator of Pre-Health Professions Advising (ex officio, non-voting)

2. Action Functions

a. Make curricular recommendations to students interested in pursuing professional school in the health area.
b. Provide oversight of the process of advising pre-med students and preparing them for applying to medical schools and other masters- and doctoral-level health professional programs
c. Serve as a source of information regarding medical schools and other doctoral level health professional programs, admissions tests, and procedures for applying to such professional schools.
d. Provide letters of recommendation and other evaluative information to professional schools upon request by students enrolled in the pre-health advising program.

S. Teacher Education Committee

1. Membership

a. Director of Teacher Education, Chair
b. Associate Provost
c. Field Experience Coordinator
d. Ranked faculty members, one from each of the following certification programs, appointed by their respective departments:
   (1) Art Education
   (2) Biology/Environmental Education
   (3) Chemistry Education
   (4) Early Childhood Education
   (5) Middle Level Education
   (6) English Education
   (7) Family and Consumer Science Education
   (8) Modern Foreign Languages Education
   (9) Health and Physical Education
   (10) Mathematics/Physics Education
   (11) Music Education
   (12) Social Studies Education
   (13) Special Education
e. One student, appointed by the Messiah University Education Association for EDUC
f. One student, appointed by the Messiah University Education Association for any other certification area
g. Field Placement Coordinator (Resource)

2. Recommending Functions

a. Develop teacher education/certification related policies relative to any or all areas of teacher certification (Academic Council, Community of Educators).

b. Review teacher education program or departmental proposals for adding or deleting teacher certification programs, or for modification of existing teacher certification programs, and submit recommendations to the appropriate committee (Academic Council or Undergraduate Curriculum Subcommittee of Academic Council, depending on the nature of the proposal, Community of Educators).

3. Action Functions

a. Hearing board for decisions about a marginally performing student's admission to, continuation in, or successful completion of a teacher certification program at Messiah University. This action will be performed by a Teacher Education Committee subcommittee consisting of the Director of the Teacher Education Program, a representative from the student's certification program, a representative from outside the student's certification program, the Field Experience Coordinator (if relevant) and the University mentor/supervisor (if relevant). This subcommittee will be convened by the Director of the Teacher Education Program as needed.

b. Appeals of decisions made by the above Teacher Education Subcommittee must be made to the Teacher Education Committee in writing within seven days of the Teacher Education Subcommittee decision. The decision of the Teacher Education Committee is the final decision.

c. Conduct periodic reviews of Teacher Certification Programs for the Pennsylvania Department of Education, Messiah University program review process, or other relevant entities.

T. Undergraduate Academic Council

1. Membership

a. Provost, Chair

b. Dean, School of Arts, Culture and Society

c. Dean, School of Science, Engineering and Health

d. Associate Provost

e. Vice Provost for Student Success and Engagement & Dean of Students

f. University Registrar

g. Senior Associate Registrar, Curriculum Management

h. Dean of General Education, Common Learning & Academic Support

i. Director of Murray Library

j. Two Department Chairs from different undergraduate faculty clusters, elected by undergraduate ranked faculty as a whole to two-year staggered terms

k. Two ranked faculty members who are not Department Chairs from different undergraduate faculty clusters, elected by undergraduate ranked faculty as a whole to two-year staggered terms (elected after the Department Chair representatives to ensure that all four undergraduate faculty clusters are represented)

l. Student Government Association President, or designee

2. Recommending Functions

a. Process and recommend undergraduate academic policies that have a substantial impact on a broad range of undergraduate students. Such policies include, but are not limited to, academic grading, class attendance, modes of course delivery, and graduation requirements.

b. Periodically review the Undergraduate Learning Outcomes in relationship to the curricular program. If modifications in the Undergraduate Learning Outcomes are needed, it shall recommend that the Provost form an ad hoc study committee (Community of Educators, Provost, President, Board of Trustees).

c. Periodically review the Parameters for the Undergraduate Curriculum, Undergraduate Curricular Principles, Curricular Principles for Academic Majors, and Curricular Principles for General Education and recommend modifications (Community of Educators, Provost).

d. Recommend new undergraduate academic programs or delete existing undergraduate programs within the context of an approved Strategic Plan ([University Council], Community of Educators, Provost, President, Board of Trustees).

e. Recommend additions and changes in undergraduate academic degree offerings (Community of Educators, Provost).

f. Recommend changes to membership and functions of its subcommittees (Community of Educators, Provost).

3. Action Functions

a. Approve substantive changes in requirements and addition, modification, or deletion of courses for existing undergraduate curricular programs, within the context of foundational curricular principles and parameters, including internships, practica, and other field studies.

b. Advise the Provost on academic matters and administrative issues related to the academic program.

c. Advise Provost's Cabinet on university-wide academic policies (after receiving input from both Undergraduate Academic Council and Graduate Council, the Provost's Cabinet will formulate a recommendation that goes to COE Senate for approval).

d. Approve the Provost's nominees for the Academic Appeals Subcommittee.

4. Academic Appeals Subcommittee

a. Membership

(1) University Registrar, Chair

(2) Vice Provost for Student Success and Engagement & Dean of Students

(3) Associate Provost

(4) Two additional members of Undergraduate Academic Council, nominated by the Provost and approved annually by Undergraduate Academic Council

b. Action Functions

(1) Review academic petitions from undergraduate students who have been placed on academic suspension or dismissal.

(2) Review appeals from undergraduate students of cocurricular ineligibility due to academic probation.

5. Undergraduate Curriculum Subcommittee

a. Membership

(1) Associate Provost, Chair

(2) University Registrar

(3) Senior Associate Registrar, Curriculum Management

(4) Dean of General Education, Common Learning, and Academic Support

b. Recommending Functions

(1) Review all curricular requirements and courses for approved new undergraduate academic programs within the context of foundational curricular principles and parameters (Academic Council, Community of Educators).

(2) Recommend substantive changes in requirements and addition, modification, or deletion of courses for existing undergraduate curricular programs, within the context of foundational curricular principles and parameters, including internships, practica, and other field studies (Academic Council)

c. Action Functions

(1) Coordinate periodic reviews of undergraduate curricular program(s) on the basis of foundational curricular principles.

(2) Approve non-substantive changes to existing undergraduate curricular programs (e.g., course title, course description, course learning outcomes, capacity, fees, etc.).

(3) Approve, as proposed, policy/policies for the effective administration of the undergraduate curriculum, e.g., cross-listing of courses, credit by examination, credit granted for external programs, etc.

(4) Approve changes* in requirements and addition, modification, or deletion of courses for existing undergraduate curricular programs, within the context of foundational curricular principles and parameters, including internships, practica, and other field studies.

*All Undergraduate Curriculum Subcommittee actions in this regard will be communicated by the Provost's Office to the Community of Educators for informational purposes. These actions are final unless challenged in writing by three faculty members from two different departments. All appeals must be made to the Provost in writing within seven days of the date of the Provost Office's communication. Such appeals will then be brought to the Community of Educators Senate for final action.

U. Undergraduate Research Committee

1. Purpose

The Undergraduate Research Committee will oversee the University-wide promotion, enhancement, and assessment of undergraduate scholarship, research, and creative inquiry in ways that are supportive of and consistent with the wide variety of forms of undergraduate work in different schools and disciplines across the University.

2. Membership

a. Chair, Undergraduate School Dean, appointed by the Provost to a three-year term

b. Four ranked faculty members, one from each of the four undergraduate faculty clusters, appointed by the undergraduate School Deans to three-year terms

c. A member of the Institutional Review Board, appointed by the chair of the IRB in consultation with the chair of the Undergraduate Research Committee, to a three-year term

d. One representative of the ELI research fellows, appointed by the chair

e. Two students from different undergraduate schools who have been involved or are preparing to be involved in undergraduate research; recommendations from School Deans, approved by the chair

f. President of SGA, or designee

g. Director of Development, or designee

h. Librarian, appointed by the Director of Murray Library

3. Recommending Functions

a. Recommend appropriate ongoing goals and learning outcomes for undergraduate research at Messiah University. (Provost Cabinet, appropriate governance bodies and/or offices).

b. Recommend policies and University-wide programming in undergraduate research. (Provost Cabinet, appropriate governance bodies and/or offices).

c. Recommend appropriate changes in organization and governance structure associated with undergraduate research (Provost Cabinet, appropriate governance bodies and/or offices).

d. Recommend revisions to Undergraduate Research Parameters for ELI.

4. Action Functions

a. Research and recommend appropriate funding and support mechanisms for undergraduate research.

b. Collect and analyze data associated with undergraduate research

c. Assess progress on institutional goals and learning outcomes in undergraduate research.

d. Develop and maintain an undergraduate research website.

e. In cooperation with the schools and departments, coordinate programs and events promoting undergraduate research.

f. In relation to ELI, the URC will:

(1) Periodically review the Undergraduate Research Parameters for the ELI.

(2) Review integrity and rigor of the specific experience.

(3) Serve as a sounding board to the ELI fellows for new ELI experiences or exceptions.

PART V: RANKED FACULTY MEETING COMMITTEES

A. Ranked Faculty Affairs Committee

1. Membership

a. Ranked Faculty Chair, Chair
b. Ranked Faculty Vice Chair
c. Immediate Past Chair of the Ranked Faculty
d. Four term-tenure track or clinical track faculty members, one from each undergraduate faculty cluster, elected by the ranked faculty to two-year staggered terms
e. One term-tenure track or clinical track faculty from the graduate faculty cluster, elected by the ranked faculty to a two-year term
f. One lecturer, elected by the ranked faculty to a two-year term
g. Provost (or designee from the Office of the Provost)*
h. Secretary of the Ranked Faculty Meeting (voice but not vote)
i. *The committee may meet in executive session (i.e., without the Provost or Provost's designee) at the discretion of the chair. In such cases, the Provost shall be notified that the committee is meeting and shall be apprised of its intended agenda.

2. Recommending Functions

a. Recommend policies related to the composition of membership, internal organization, and internal governance of the Ranked Faculty Meeting (Ranked Faculty Meeting, Provost, President).
b. Recommend additions, deletions, and modifications to Ranked Faculty standing committees and the creation of ad hoc committees as deemed necessary to carry out the Ranked Faculty Meeting's assigned responsibilities (Ranked Faculty Meeting, Provost, President).
c. Formulate and recommend policies and procedures for the nomination and selection of ranked faculty membership on University standing committees (Ranked Faculty Meeting, Provost, President).
d. Recommend policies relative to duties and responsibilities of ranked faculty members and adjunct instructors, such as normal teaching load, release time, summer service, and teaching load equivalents (Ranked Faculty Meeting, Provost, President, Board of Trustees).
e. Make recommendations to Ranked Faculty Meeting regarding term-tenure track faculty, clinical track faculty, lecturer, and adjunct faculty salaries within established University parameters. Based on input from the Ranked Faculty Meeting, formulate final recommendations (Provost, President).
f. Consider and make recommendations concerning changes in the Community of Educators Handbook (Community of Educators, Provost, President).

3. Action Functions

a. Advise the Ranked Faculty Chair and Provost in setting the agenda for the Ranked Faculty Meeting; this includes reviewing the proposals from the Term-Tenure and Promotion Committee and the Scholarship and Development Committee to ensure they are ready for Ranked Faculty Meeting action.
b. Solicit feedback from the Ranked Faculty on items of concern to the Ranked Faculty.
c. Serve as a means for expression of ranked faculty questions or concerns related to ranked faculty issues or University welfare (Provost and Ranked Faculty Chair who, after consulting with the committee, shall submit the question or concern to the appropriate University person or group in accordance with established governance responsibilities, including possible referral of the issue to the Ranked Faculty Meeting).

B. Scholarship and Development Committee

1. Membership

a. Dean for Faculty Development, Chair (non-voting)
b. Four ranked faculty members, one from each undergraduate faculty cluster, elected by the ranked faculty to two-year staggered terms
c. One ranked faculty member from the graduate faculty cluster, elected by the ranked faculty to a two-year term

2. Recommending Functions

a. Periodically review and recommend changes in the structure and funding of the Ranked Faculty Development and Grants Program (Ranked Faculty Meeting, Provost).
b. Periodically review and recommend changes in sabbatical leave policies (Ranked Faculty Meeting, Provost).
c. Periodically review and recommend changes in faculty scholarship programs, including Distinguished Professor Chairs and Scholarship Chairs (Ranked Faculty Meeting, Provost).
d. Review applications and make recommendations for sabbatical leaves (Provost, President).
e. Review applications and make recommendations for Distinguished Professor Chair appointments (Provost, President).
f. Review applications and make recommendations for Scholarship Chair appointments (Provost, President).
g. Review nominations and make recommendations for Outstanding Teacher awards (Provost).

3. Action Functions

a. In consultation with appropriate faculty groups, determine the institutional emphases of the ranked faculty internal grants program.
b. Review proposals and award internal grants on an annual basis.
c. Advise the Dean for Faculty Development on the administration of the Ranked Faculty Conference Participation Fund.

C. Term-Tenure and Promotion Committee

1. Membership

a. The Term-Tenure and Promotion Committee shall consist of the Provost (who is a voting member of the committee) and five faculty members: one Full or Associate Professor faculty member from each undergraduate faculty cluster, elected by the ranked faculty to three-year staggered terms; and one Full or Associate Professor faculty member from the graduate faculty cluster, elected by term-tenure track faculty to a three-year term.

b. At the end of each academic year, the Term-Tenure and Promotion Committee will select a chair for the following year from those members who will be in either the second or third year of their current term.

c. In cases of an elected committee member being on sabbatical, a temporary replacement from the cluster affected shall be named by the Provost, in consultation with the relevant School Dean and the chair of the Ranked Faculty.

d. A sitting committee member who is undergoing Term-Tenure Renewal Review or Promotion Review is required to recuse themself from all deliberations regarding their review. Communication of the committee's decision with respect to the review shall be communicated to the recused committee member in the standard way according to the standard timeline, with the committee's minutes redacted accordingly.

e. A sitting committee member who has or has had a family relationship with a person who is undergoing Term-Tenure Review, Term-Tenure Renewal Review, or Promotion Review is required to recuse themself from all deliberations regarding the review, with the committee's minutes redacted accordingly.

2. Eligibility and Election of Committee Members

a. Only term-tenure-track faculty members who (1) have term-tenure at Messiah University and (2) hold the rank of Associate Professor or Professor shall be eligible to be elected to and serve on the Term-Tenure and Promotion Committee.

b. Term-tenure-track faculty members with primary appointments in graduate studies, even if they are members of particular schools, shall appear only on the graduate studies slate of candidates.

c. All faculty members who are eligible to be elected to the Term-Tenure and Promotion Committee must allow their names to stand for election, i.e., no eligible person shall be allowed to withdraw their name from the election.

d. All term-tenure-track faculty members shall be eligible to vote in all elections for Term-Tenure and Promotion Committee members.

3. Recommending Functions

a. Develop and recommend policies for ranked faculty appointment, promotion, term-tenure, and dismissal, in consultation with the Assistant Vice President for Human Resources (Ranked Faculty Meeting, Provost, President, Board of Trustees).

b. Develop and recommend policies for evaluation of ranked faculty members and adjunct instructors (Ranked Faculty Meeting, Provost, President, Board of Trustees).

c. Evaluate and recommend ranked faculty for term-tenure and promotion (President, Board of Trustees).
d. Formulate recommendations in cases where policies call for consideration of faculty dismissal, in conjunction with the Assistant Vice President for Human Resources (Provost, President).

PART VI: ADMINISTRATIVE CABINETS WITH GOVERNANCE FUNCTIONS

A. President's Cabinet

1. Responsibilities

The President's Cabinet is comprised of senior administrators representing the various facets of the University's day-to-day operations. Meeting weekly throughout the year, the President's Cabinet serves as an advisory group to the President, works together on university-wide initiatives, and provides opportunities for senior leaders to share information about initiatives in their respective divisions.

2. Membership

a. President, Chair
b. Executive Vice President / Chief of Staff
c. Provost
d. Vice President for Diversity Affairs
e. Vice President for Enrollment Management
f. Vice President for Finance and Technology
g. Vice President for Communications and External Relations
h. Vice Provost for Student Success and Engagement & Dean of Students

3. Recommending Functions

a. Recommends projected tuition and fees and other budget parameters for the following fiscal year (University Council, President, Board of Trustees).
b. Recommends a final budget for the following fiscal year that includes all the budget parameters, including salary and benefits (University Council, President, Board of Trustees).

4. Action Functions

a. Serves as the senior management coordinating agency for the work of university administration.
b. Advises the President on all relevant matters.
c. Gives leadership to the development of budget parameters.
d. Gives leadership to the development of the annual budget, including salary and benefits.
e. Determines and develops programming for university-wide in-service days.

B. Provost's Cabinet

1. Responsibilities

The Provost's Cabinet primarily serves as an advisory group to the Provost. It is responsible to the Community of Educators in relationship to program review policy and implementation.

2. Membership

a. Provost

b. Associate Provost

c. School Deans

d. Vice Provost for Student Success and Engagement & Dean of Students

e. Dean of General Education, Common Learning & Academic Support

f. Dean for Faculty Development

3. Recommending Functions

a. Periodically review the University's philosophy and procedures for educational programs and propose appropriate modifications (Community of Educators Senate).

b. After receiving input from both Graduate Council and Undergraduate Academic Council, finalize recommendations on university-wide academic policies (Community of Educators Senate).

4. Action Functions

a. Serve as the senior management coordinating agency for the work of academic administration.

b. Advise the Provost.

c. Develop and implement administrative policies and protocols that apply across schools (e.g., *Academic Administration Handbook*).

d. Provide direction to academic administrative programming across schools (e.g., Academic Advising, Assessment of Student Learning, University Honors Program, Diversity programming, Educational Technology, Faculty Development, General Education, Graduate Programs, International Programs, Internships, Learning Center, Service Learning, Supplemental Instruction, Teacher Education Program, etc.).

e. Coordinate interface with other University offices (Advancement, Enrollment Management, Human Resources, etc).

f. Provide input into agenda formation and program and policy development and revisions that are approved through University educational governance (i.e., COE Senate, Ranked Faculty Meeting and standing committees).

g. Provide a point of interaction and integration between academic programming and cocurricular programming.

h. Address requirements of external constituents that impact educational programming (e.g., Middle States Commission on Higher Education, Pennsylvania Department of Education, etc.).