



OFFICE OF
THE PROVOST

August 28, 2025

Dear Fellow Educators,

Last year President Phipps and I co-chaired a governance review process that reviewed the overall governance structure at Messiah University. One of the outcomes of last year's review was the decision to take additional time to do a more focused review of the Community of Educators' governance structure and functions.

This new review will begin this year and will likely run two academic years. During the first year, we will review what might be called "foundational" COE issues, such as the definition/classification of educators, COE leadership, COE Senate membership, and COE Senate meeting procedures. During the second year, we will give attention to the many committees under the jurisdiction of the COE, only a few of which received close attention in last year's comprehensive governance review.

My goals for this upcoming review are as follows:

- to ensure the Community of Educators remains a vital contributor to our educational decision-making;
- to clarify COE governance procedures that are currently unclear;
- to ensure a range of educator voices in governance processes, while at the same time ensuring the efficiency of those processes;
- to determine whether all our COE committees are necessary;
- to ensure that our COE committees, if necessary, are functioning well;
- to right-size our committees, recognizing that we have fewer COE members than we've had in the past.

I have asked David Weaver-Zercher, Assistant Provost, to co-chair this review with me; and I'm grateful that the following people, representing the current areas of COE membership, have agreed to serve as part of a COE Governance Review Task Force:

- Roseann Sachs, School of Science, Engineering and Health
- Tim Dixon, School of Arts, Culture, and Society
- Krystal Robinson-Bert, School of Graduate and Professional Studies
- Jake Edmunds, Cocurricular Educators
- Kathy Clark, Curricular Administrators

This group will meet regularly over the next two years; it will also survey COE members, hold focus groups, and hold open hearings as it develops its various proposals. The task force's final proposal will go to COE Senate; COE Senate will formally act on the proposal, forwarding its recommendation to me as Provost.

The Community of Educators and its inclusive model of shared governance is a distinctive of Messiah University. Please know that I have no intention of abandoning this model. On the

contrary, it is my hope that this review process will serve to strengthen the Community of Educators model of shared governance, ensuring that this model is functioning efficiently and effectively as we move into the future.

Grace and peace,

A handwritten signature in dark ink, appearing to read "Christine J. Gardner", followed by a horizontal line.

Christine J. Gardner
Provost