

# **FACULTY-AS-A-WHOLE AGENDA**

**March 19, 2008 4:00-5:00 P.M.**

**Knutson Student Center – Jones Conference A/B**

## **1. Approval of Agenda (SCC)**

AGENDA ITEM

## **2. Faculty Handbook Chapter 1**

**Motion #1:** The faculty approves the amendments to the Articles as indicated in this agenda.

**Motion #2:** The faculty approves the amendments to the Bylaws as indicated in this agenda.

### ***Rationale:***

The faculty executive committee dealt with the task of re-working Chapter 1 of the faculty handbook in order to align governance committees with the new core as well as to lighten the burden of the current system by decreasing the number of committees while maintaining the shared governance philosophy. As you read the Articles and Bylaws, you will see that some committees are eliminated with their duties being redistributed. As we worked on this reformulation, we took into account committees that rarely submitted minutes or had a limited number of assigned duties, and eliminated the committee from the roster. Thus, we will have to tap fewer faculty to serve on committees.

Another issue we addressed was the wording in the current constitution that is connected to the former core. Rather than five Distribution areas we now have four Exploration areas from which to draw for committees requiring core area representation. After much discussion, the new bylaws contain a proposal that committees based on core representation continue to have five faculty members, one from each Exploration area with the caveat that “the arts” and “the humanities” departments would each have one representative on these committees. We did this for a number of reasons:

1. The new core’s Exploration category collapsed the arts and humanities into one area which results in many faculty falling into this category.
2. The curriculum calls for all students to take one “arts” and one “humanities” course.
3. We believe it was prudent to have both an arts and a humanities perspective on these committees.

In order for all departments to have representation on these committees, and so that faculty in a department that teaches in a number of these areas do not end up being

overly-represented on any of these committees, the Faculty Executive Committee will bring a resolution to Senate that will list which Exploration area each department will be linked to for the purpose of governance. This allows all departments to be represented (e.g. Religion is not teaching Exploration categories but would be eligible to sit as a humanities representative) and will keep faculty from one department having representatives for two areas (e.g. some language departments teach courses in two exploration areas).

Finally, some changes address outdated language and procedures that were no longer followed or that needed slight modification. As you review the Articles, you will see few changes because the intent of the proposal is not to change the purpose of the constitution. On the other hand, more changes are found in the Bylaws and reflect the effort to decrease the number of faculty needing to serve on committees. Senate reviewed this proposal and provided many helpful suggestions. In order to make the actual changes, we will need to have a meeting of the faculty for review of the proposal followed by an electronic ballot sent to all eligible faculty.

As you review the Articles and Bylaws, the deleted text is marked with “~~strikethrough~~” and new text is **in bold**.

The remainder of these comments will be used as a commentary on some of the proposed changes to provide you with an explanation about some of the proposed changes. The proposal eliminates 11 of our current 27 committees (40% eliminated) freeing over 40 faculty from committee duty. The new system will require approximately 57 faculty to serve on committees. Thus, we are decreasing, by about 40%, the number of faculty who are needed for committee service.

### Commentary on the Articles

1. Naming the executive committee: Our current constitution refers to the same group of people as the Executive Committee of the Faculty (when the president attends and chairs) and the Senate Coordinating Committee. The proposed revision drops the two designations and only refers to the Faculty Executive Committee.

### Commentary on the Bylaws

Section 4.1: SCC discussed the idea of reducing the size of Senate. The advantage is that fewer faculty would need to serve on Senate but the downside is that such a move would reduce the number of voices involved in deliberation and voting. Given that we are reducing faculty numbers on committees, it was decided that we would not put forward any recommendation to reduce the size of Senate.

Section 5.2.1: SCC discussed whether we should keep the Dean of the College in the role as Chair of Faculty Senate. The rationale for having this arrangement was sustained and so no change is recommended. Under Robert’s Rules, the Chair of the meeting is to follow the agenda, recognize members during discussion, and use the rules to conduct the meeting. The chair is not to participate in the debate by advocating for or against a motion and is to only provide information or clarification to the assembly. Thus, the

dean is to remain neutral during debate and not directly advocate for a position unless she/he removes him/herself from the chair of the assembly.

Section 6.1: Under our current system, the Faculty Executive Committee is to serve as a consulting body for the dean and president and they are currently being used in this way. The duties of FEC (6.1.6-6.1.8) now also includes 6.1.9 that was formerly listed under “College Planning Committee,” a committee proposed for elimination.

Section 6.2: This recognized that typically the dean of the college chairs this group (under the current designation of SCC) but that the president can serve as chair when she/he meets with this body.

Section 7.1.2: We struck the text so that lecturer faculty can serve on faculty committees.

Section 7.1.3: This was referred to in the opening paragraph of this report.

Section 7.2.2: We heard from many faculty who believe that elected committee chairs should serve a two-year term of service to allow for greater continuity of leadership.

Current Section 8.1: We eliminated the references to SCC and moved the duties under FEC given that the same group of faculty serves on the two committees.

Current Section 8.2: We are proposing that we eliminate this oversight committee. The duties are reallocated to other committees and this move decreases the burden of having to serve on two committees given that the CCC is comprised of chairs from other committees.

Section 8.1: Curriculum is given some curriculum oversight duties that were listed under CCC.

Section 8.3: This is the first example of a committee that is proposed to have a smaller number (from 5 to 4) of faculty members, thus decreasing the number of faculty who have to serve on committees.

Section 8.6: This committee will now also deal with some duties currently under Academic Policies and Procedures.

Current Section 8.4: This committee is eliminated with duties transferred to Academic Advisement, Curriculum Committee, and the Institutional Review Board and Animal Care Committee.

Current Section 8.5: This committee is eliminated with duties moved to Professional Growth and Promotion Tenure & Evaluation.

Current Section 9.1: This oversight committee is eliminated. The committee rarely met and did not regularly deal with coordination of PT&E and Professional Growth. Duties are moved to Professional Growth and Curriculum.

Section 9.2: This committee continues but is given some new duties, probably necessitating regular meetings for this group.

Current Section 9.2: The Curriculum Resources committee did not meet on a regular basis. These duties are transferred to the Professional Growth committee.

Current Section 9.2.3.1 – Technology Planning Committee: This committee historically met to decide who should receive computer upgrades and which new initiatives should be pursued. Computer upgrades are now dealt with through a regular rotation cycle. New technology needs will be addressed by Professional Growth committee.

Current Section 10.3: These duties will now be dealt with by the Faculty Executive Committee.

Current Section 10.3.3: We do not use the Blueprint Process any longer.

# CHAPTER 1

## FACULTY GOVERNANCE CHAPTER 1: FACULTY GOVERNANCE

### FACULTY CONSTITUTION

*(Approved by the Concordia College faculty, 1996; last revised April 2004)*

#### Article 1. Purpose

- 1.1 The faculty shall affirm, build and maintain a community of teacher-scholars who are dedicated to the pursuit of truth.
  - 1.1.1 Such a community depends upon a faculty who are dedicated to excellent teaching and who understand that such excellence derives from a continuing commitment to inquiry and scholarship.
  - 1.1.2 Such a community depends upon a faculty who engage actively in college governance, whose hallmarks are fairness and collegiality and whose goals are academic quality and integrity.
  - 1.1.3 Such a community depends upon a faculty who are dedicated to the preservation of academic freedom and who are worthy of that freedom.
- 1.2 The faculty shall affirm, build and maintain a community of teacher-scholars who are dedicated to the intellectual, personal and spiritual growth of members of the college community.
  - 1.2.1 Such a community depends upon a faculty who are dedicated to the mission of Concordia College.

- 1.2.2 Such a community depends upon a faculty who examine the ways academic disciplines contribute to the growth of the whole person.
- 1.3 The faculty shall affirm, through the ratification of the Faculty Constitution and Bylaws, the important contributions that each estate of the college makes in collectively building and maintaining this institution of higher education.

## Article 2. Membership in the Faculty

The faculty, for the purpose of faculty governance, shall be defined as the following:

- 2.1 Tenured or tenure eligible faculty: Individuals on full-time or part-time tenured or tenure eligible appointments who teach courses for credit and hold an academic rank of instructor, assistant professor, associate professor or professor.
- 2.2 Multiyear fixed-term appointment faculty: Individuals on half-time or more appointments who teach courses for credit and hold an academic rank of instructor, assistant professor, associate professor or professor.
- 2.3 Continuing non-tenure track appointment: Individuals on half-time or more appointments who teach courses for credit and hold an academic rank of instructor or assistant professor.
- 2.4 Lecturer Faculty: Individuals who hold a half-time or more appointment, who teach courses for credit and hold an academic rank of lecturer or senior-lecturer.
- 2.5 Library faculty: Individuals who hold a graduate degree in library science and hold a half-time or more appointment as professional librarians.
- 2.5 Ex-officio faculty: The president of the college, dean of the college.
- 2.7 In all cases, the dean of the college shall determine the classification of an employee's status for participation in faculty governance, subject to appeal to the ~~Executive Committee of the Faculty~~. **Faculty Executive Committee.**

## Article 3. Rights and Privileges of Faculty

Every faculty member shall be vested with the following rights and privileges:

- 3.1 The right to attend, to speak and to vote at meetings of the Faculty-as-a-Whole.
- 3.2 The right to vote on decisions of the Faculty-as-a-Whole taken by mail or electronic ballot.
- 3.3 The right to attend and to speak at meetings of the Faculty Senate.
- 3.4 The right to request consideration of issues before the appropriate faculty body.
- 3.5 The right to have access to a faculty handbook, to the agendas and minutes of meetings of the Faculty-as-a-Whole and the Faculty Senate, and to minutes of faculty committees.
- 3.6 The right of initiative and referendum as provided in the Bylaws.
- 3.7 The right to membership in faculty committees and task forces as provided in the Bylaws.
- 3.8 The right to hold offices as provided in the Bylaws.

## Article 4. Authority and Responsibility of the Faculty

- 4.1 The faculty shall have primary responsibility and authority for the following:
  - 4.1.1 Determining the content of the curriculum and reviewing its effectiveness.

- 4.1.2 Setting admission, retention and graduation criteria.
  - 4.1.3 Setting policies for academic advisement.
  - 4.1.4 Determining academic policies, procedures and regulations, including scheduling of academically related deadlines.
  - 4.1.5 Setting criteria and policies for awarding grades.
  - 4.1.6 Awarding earned degrees and honorary degrees.
  - 4.1.7 Setting policies for academically related student activities.
- 4.2 The faculty shall have joint responsibility and authority with administrative staff for the following:
- 4.2.1 Setting policies for the appointment, evaluation, promotion, tenure, professional development and termination of faculty.
  - 4.2.2 Setting policies for the appointment, evaluation, compensation, professional development and termination of department chairs.
  - 4.2.3 Determining the accessibility and effectiveness of curriculum resources that support the academic program and setting policies governing their use.
  - 4.2.4 Selecting, scheduling and promoting cultural events and lectures on campus.
  - 4.2.5 Determining the beginning and ending dates for instructional days within the academic calendar.
- 4.3 The faculty shall have advisory responsibility for the following:
- 4.3.1 Determining policies governing the conduct of student activities, such as the student governing association, student publications and student social activities.
  - 4.3.2 Determining priorities for expenditures and appropriations related to the academic program.
  - 4.3.3 Selecting the president and the dean of the college according to procedures recommended by the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee** and approved by the Faculty Senate.
  - 4.3.4 Appointing division chairs and chairs of academic departments.
  - 4.3.5 Establishing a mutually supportive working community.
  - 4.3.6 Determining directions for long-term development of the college.

## Article 5. The Faculty-as-a-Whole

- 5.1 The Faculty-as-a-Whole shall include all individuals identified in Articles 2.1, 2.2, 2.3, 2.4, 2.5, and 2.6 of the Faculty Constitution.
- 5.2 The Faculty-as-a-Whole shall be vested with the rights identified in Article 3 of the Faculty Constitution and shall delegate its legislative authority to the Faculty Senate, reserving its right of initiative and referendum as defined in Section 3 of the Bylaws.
- 5.3 The Faculty-as-a-Whole shall vote for at-large members of the Faculty Senate and for faculty members of standing committees. Elections shall be conducted as identified in the Bylaws.
- 5.4 The Faculty-as-a-Whole shall approve amendments to the Faculty Constitution and Bylaws as identified in Article 10.
- 5.5 The Faculty-as-a-Whole shall meet to hear and discuss issues of importance for the faculty. Meetings shall be conducted as delineated in the Bylaws.

## Article 6. The Faculty Senate

- 6.1 The Faculty Senate shall serve as a representative body of the faculty.
- 6.2 The Faculty Senate shall address issues in which (a) faculty have primary responsibility and authority, (b) faculty have joint responsibility and authority with administrative staff, and (c) faculty have advisory responsibility and authority (see Article 4 above).
- 6.3 The Faculty Senate may establish committees, task forces or use other means to accomplish its work.
- 6.4 The membership of the Faculty Senate shall be representative of the faculty and selected as delineated in the Bylaws.
- 6.5 Meetings of the Faculty Senate shall be held regularly throughout the academic year and conducted as delineated in the Bylaws.

## Article 7. Officers of the Faculty

- 7.1 The chair of the faculty shall be the president of the college, whose responsibilities as chair are delineated in the Bylaws.
- 7.2 The chair of the Faculty Senate shall be the dean of the college, whose responsibilities as chair are delineated in the Bylaws.
- 7.3 A secretary of the faculty shall be elected to serve both the Faculty-as-a-Whole and the Faculty Senate. The election process and duties and responsibilities of the secretary of the faculty are delineated in the Bylaws.
- 7.4 A parliamentarian shall be selected to serve both the Faculty-as-a-Whole and the Faculty Senate. The selection process and duties and responsibilities of the parliamentarian are delineated in the Bylaws.

## Article 8. ~~Executive Committee of the Faculty~~ Faculty Executive Committee

~~An Executive Committee of the Faculty~~ **The Faculty Executive Committee** shall facilitate the work of the Faculty-as-a-Whole and the Faculty Senate. The membership of the Executive Committee, its duties and responsibilities are delineated in the Bylaws.

## Article 9. Faculty Committees

The Faculty Senate shall establish standing committees and ad hoc task forces as needed to accomplish the work of the faculty. The following provisions describe the nature and purpose of standing committees. Ad hoc task forces shall require specific legislation by the Faculty Senate to determine membership, term and responsibilities.

### 9.1 Responsibilities and Authority of Standing Committees and Ad hoc Task Forces

- 9.1.1 Faculty shall have primary responsibility and authority in areas of college governance defined in Article 4.1. Therefore, the Faculty Senate shall have the authority and responsibility to establish committees, ad hoc task forces, or use other means to accomplish these tasks. Committees to accomplish purposes defined in Article 4.1 shall be called Faculty Senate Committees.
- 9.1.2 Faculty and administrative staff shall have joint responsibility and authority for determining policies in areas of college governance defined in Article 4.2. Therefore, the Faculty Senate, in cooperation with administrative staff, shall have the authority and responsibility to establish committees, ad hoc task forces, or use other means to accomplish these tasks. Committees to accomplish purposes defined in Article 4.2 shall be called Joint Committees.
- 9.1.3 Faculty shall have advisory responsibility for determining policies in areas of college governance defined in Article 4.3. Therefore, through representation on committees, ad

hoc task forces or other means, the faculty shall make recommendations to administrative staff to accomplish these tasks. Committees to accomplish purposes defined in Article 4.3 shall be called Institutional Committees.

- 9.1.4 Faculty shall be represented on judicial boards, including hearing and appeal boards to which faculty and students may appeal actions taken against them by individuals acting in their official capacity representing the college. Committees established to fulfill these functions shall be called Judicial Boards.

## Article 10. Amending the Faculty Constitution and Bylaws

### 10.1 Amendments to the Faculty Constitution

- 10.1.1 Members of the faculty may propose an amendment to the Faculty Constitution through the initiative process described in Section 3 of the Bylaws.
- 10.1.2 Proposed amendments to the Faculty Constitution shall be disseminated in writing to the faculty at least ~~10~~ **five working academic** days in advance of a meeting of the Faculty-as-a-Whole at which the amendment(s) will be presented and discussed.
- 10.1.3 ~~Following~~ **Within two academic days of the conclusion of** the meeting of the Faculty-as-a-Whole, a secret electronic or campus mail ballot shall be ~~prepared~~ **distributed** for those eligible to vote in meetings of the Faculty-as-a-Whole. **The ballot will remain open for 15 academic days.** Minutes of the meeting(s) of the Faculty-as-a-Whole at which the amendment(s) were presented and discussed shall be distributed with the ballot.
- 10.1.4 To amend the Faculty Constitution, two-thirds of those eligible to vote in meetings of the Faculty-as-a-Whole must cast ballots and two-thirds of the ballots must be in the affirmative.

### 10.2 Amendments to the Bylaws

- 10.2.1 Members of the faculty may propose or refer an amendment to the Bylaws through the initiative and referendum process described in Section 3 of the Bylaws.
- 10.2.2 Proposed amendments to the Bylaws shall be disseminated in writing to faculty at least ~~ten working~~ **five academic** days in advance of a meeting of the Faculty-as-a-Whole at which the amendments shall be presented and discussed.
- 10.2.3 **Within two academic days following of the conclusion of** the meeting of the Faculty-as-a-Whole, a secret electronic or campus mail ballot shall be prepared for those eligible to vote in meetings of the Faculty-as-a-Whole. **The ballot will remain open for 15 academic days.** Minutes of the meeting(s) of the Faculty-as-a-Whole at which the amendment(s) were presented and discussed shall be distributed with the ballot.
- 10.2.4 To amend the Bylaws, fifty percent of those eligible to vote in meetings of the Faculty-as-a-Whole must cast ballots and a majority of the ballots must be in the affirmative.

## Article 11. Authority of the Board of Regents

- 11.1 The faculty shall perform its duties and fulfill its functions in a manner consistent with The Concordia College Corporation Articles of Incorporation and Bylaws (most recently approved version).
- 11.2 Amendments to the Faculty Constitution and/or Bylaws shall be approved by the Board of Regents before they become effective. If amendments to the Faculty Constitution and/or Bylaws require changes in The Concordia College Corporation Articles of Incorporation and Bylaws, The Concordia College Corporation must approve the changes to The Concordia College Corporation Articles of Incorporation and Bylaws before amendments to the Faculty Constitution or Bylaws become effective.
- 11.3 The Board of Regents remains the final authority on all faculty legislation.
- 11.4 In case of disagreement between the faculty and the Board of Regents over faculty legislation or a

proposed amendment to the Faculty Constitution or Bylaws, the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee** shall be empowered to seek resolution of the issue with the Board of Regents.

## FACULTY BYLAWS

*(Approved by the Concordia College Faculty, 1996; last revised April 2004)*

### Section 1. Purpose

These Bylaws delineate and specify components of The Concordia College Faculty Constitution.

### Section 2. Meetings of the Faculty-as-a-Whole

- 2.1 The Faculty-as-a-Whole shall meet at least once during the fall semester and once during the spring semester.
- 2.2 Special meetings of the Faculty-as-a-Whole may be called by the ~~Executive Committee of the Faculty~~, **Faculty Executive Committee**, the president, the dean of the college or by initiative of ten percent of the full-time teaching faculty (as identified in Article 2.1 of the Faculty Constitution).
- 2.3 The agenda for the meetings shall be prepared by the chair of the faculty in consultation with the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee** and sent to all faculty at least five working days in advance of the meeting.
- 2.4 Each faculty member (as defined in Articles 2.1, 2.2, 2.3, 2.4, 2.5, and 2.6 of the Faculty Constitution) shall have one vote and only those faculty present may vote. No proxy or in absentia votes shall be permitted.
- 2.5 The vice president for student affairs, the vice president for ~~admissions~~ **enrollment** and the registrar shall each have the right to attend, speak and vote at meetings of the Faculty-as-a-Whole.
- 2.6 Robert's Rules of Order Newly Revised (most recent edition) shall govern the procedures for meetings of the Faculty-as-a-Whole. Modifications in the standing rules shall be approved by a majority of the members of the Faculty Senate.
- 2.7 A parliamentarian shall provide parliamentary advice to the chair of the Faculty-as-a-Whole (see Section 5.4 of the Bylaws).
- 2.8 A quorum shall consist of one-half of those eligible to vote at meetings of the Faculty-as-a-Whole.
- 2.9 Minutes shall be prepared by the secretary of the faculty and made accessible to all faculty.
- 2.10 Faculty-as-a-Whole meetings shall be open to Concordia students, administrative staff and all faculty. Nonvoting faculty and other members of the Concordia College community may speak when recognized by the chair. Faculty-as-a-Whole meetings shall be open to invited off-campus guests whose attendance is approved by the Faculty-as-a-Whole prior to admission. Faculty-as-a-Whole meetings shall be closed to the general public.

### Section 3. Initiative and Referendum

- 3.1 Upon written petition to the dean of the college, and signed by at least ten percent of the full-time teaching faculty (as identified in Article 2.1 of the Faculty Constitution), any full-time teaching faculty member or faculty member teaching at least one-half of a full-time teaching load (as identified in Article 2.2, 2.3, or 2.4 of the Faculty Constitution) may initiate or refer legislation to the Faculty Senate or to the Faculty-as-a-Whole.
- 3.2 Upon receiving the petition, the dean of the college, in consultation with the ~~Executive~~

~~Committee of the Faculty~~ **Faculty Executive Committee**, must refer it to an appropriate committee, or place the petition on the agenda of the Faculty Senate or of a Faculty-as-a-Whole meeting.

3.3 The Faculty Senate may refer legislation or issues to the Faculty-as-a-Whole.

## Section 4. The Faculty Senate

### 4.1 Membership of the Faculty Senate

- 4.1.1 Academic department chairs, including the director of the library.
- 4.1.2 In the event that a department chair is elected secretary of the faculty, the department elects a person to replace the chair in the Senate and notifies the ~~Senate Coordinating Committee~~ **Faculty Executive Committee** of that election.
- 4.1.3 Faculty elected at large to equal the number of department chairs.
- 4.1.4 The secretary of the faculty.
- 4.1.5 The college president.
- 4.1.6 The dean of the college.
- 4.1.7 The division chairs.
- 4.1.8 The vice president for student affairs.
- 4.1.9 Vice president for admissions.
- 4.1.10 The registrar.
- 4.1.11 Four students selected by the Student Association.

### 4.2 Qualifications for At-large Members

- 4.2.1 Faculty defined in Article 2.1, 2.2, 2.3, 2.4, and 2.5 of the Faculty Constitution.

### 4.3 Term of Office in the Faculty Senate

- 4.3.1 Members elected at-large shall serve for three years and may be elected to unlimited consecutive terms.
- 4.3.2 Department chairs and other persons who serve as members of the Faculty Senate ex officio shall serve in the Faculty Senate during the term of their position.
- 4.3.3 Student members' terms of office shall be determined by the Student Association.
- 4.3.4 ~~The Senate Coordinating Committee~~ **The Faculty Executive Committee** shall select replacements for faculty who are unable to complete their terms; the president of the Student Association shall select replacements for student members.

### 4.4 Election of At-large Faculty Senate Members

- 4.4.1 Faculty eligible to vote for faculty senators-at-large are those individuals defined as faculty in Articles 2.1, 2.2, 2.3, 2.4, 2.5, and 2.6 of the Faculty Constitution.
- 4.4.2 Each spring a list of faculty eligible to serve in the Faculty Senate shall become a nominating ballot which shall be sent to all faculty who are eligible to vote. Faculty nominated for the Faculty Senate shall be those who receive the most votes on the nominating ballot. The number of nominees shall be twice the number of at-large positions open in the Faculty Senate. Ties in the number of votes cast may result in a larger number of faculty nominated than twice the number of positions available.
- 4.4.3 Following the nominating ballot, an election ballot shall be sent to all faculty eligible to vote for Faculty senators-at-large. Those individuals receiving the highest number of votes, and equal to the number of positions open, shall be elected to the Faculty Senate.
- 4.4.4 Ties resulting from the vote of the faculty shall be resolved by lot in the ~~Senate~~

## ~~Coordinating Committee~~ **Faculty Executive Committee.**

### 4.5 Meetings of the Faculty Senate

- 4.5.1 The Faculty Senate shall meet at least once during the fall semester and once during the spring semester.
- 4.5.2 Meetings of the Faculty Senate may be called by the ~~Senate Coordinating Committee, the Executive Committee of the Faculty~~ **Faculty Executive Committee**, the president, the dean of the college, or by initiative of 10 percent of the faculty senators.
- 4.5.3 The agendas for the meetings shall be prepared by the chair of the Faculty Senate in consultation with and approved by the ~~Senate Coordinating Committee~~ **Faculty Executive Committee**. Meeting agendas shall be sent to all faculty at least five ~~working~~ **academic** days in advance of the meeting.
- 4.5.4 The president may, in consultation with the ~~Executive Committee of the Faculty~~, **Faculty Executive Committee**, place items on the agenda for the Faculty Senate.
- 4.5.5 Minutes shall be prepared by the secretary of the faculty and made accessible to all faculty.
- 4.5.6 Each senator shall have one vote and only those senators present may vote. No proxy or in absentia votes shall be permitted.
- 4.5.7 *Robert's Rules of Order Newly Revised* (most recent edition) shall govern the procedures for meetings of the Faculty Senate. Modifications in the standing rules shall be approved by a majority of the members of the Faculty Senate.
- 4.5.8 A parliamentarian shall provide parliamentary advice to the chair of the Faculty Senate (see Section 5.4 of the Bylaws).
- 4.5.9 The Faculty Senate may use a consent agenda.
- 4.5.10 A quorum shall consist of two-thirds of the Faculty Senate members.

- 4.6 Faculty Senate meetings shall be open to Concordia students, administrative staff and all faculty. Non-voting members of the Concordia College community may speak when recognized by the chair. Faculty Senate meetings shall be open to invited off-campus guests whose invitation is approved by the Faculty Senate prior to admission. Faculty Senate meetings shall be closed to the general public.

## Section 5. Officers of the Faculty

### 5.1 Chair of the Faculty

- 5.1.1 The president shall serve as chair of the faculty and shall preside at meetings of the Faculty-as-a-Whole.
- 5.1.2 The chair shall vote only to break or make a tie.
- 5.1.3 The dean of the college shall preside in the absence of the president.

### 5.2 Chair of the Faculty Senate

- 5.2.1 The dean of the college shall serve as chair of the Faculty Senate.
- 5.2.2 The chair shall vote only to break or make a tie.
- 5.2.3 The secretary of the faculty shall preside in the absence of the dean of the college or when the dean of the college wishes to engage in the Faculty Senate's discussion of issues.

### 5.3 Secretary of the Faculty

- 5.3.1 The secretary of the faculty shall be elected from among the tenured, full-time members of the teaching faculty (as defined in Article 2.1 of the Faculty Constitution).
- 5.3.2 The secretary of the faculty shall be a voting member at meetings of the Faculty-as-a-

Whole and the Faculty Senate.

- 5.3.3 The secretary of the faculty shall be a voting member of ~~the Executive Committee of the Faculty and the Senate Coordinating Committee~~ **Faculty Executive Committee.**
- 5.3.4 The term of office for the secretary of the faculty shall be a three-year, non-renewable term.
- 5.3.4.1 Faculty defined in Articles 2.1, 2.2, 2.3, 2.4, 2.5, and 2.6 of the Faculty Constitution shall be eligible to vote for the secretary of the faculty.
- 5.3.4.2 The secretary of the faculty shall be elected by the faculty using three steps:
- 5.3.4.2.1 The dean of the college requests nominations from those eligible to vote.
- 5.3.4.2.2 An electronic or campus mail ballot containing the names of a **maximum of** six persons (or more in the cases of ties) who obtained the most nominations shall be sent to those eligible to vote.
- 5.3.4.2.3 A new electronic or campus mail ballot containing the names of the two candidates (or more in cases of tie votes) receiving the largest number of votes on the previous ballot shall be sent to those eligible to vote. The secretary of the faculty shall be the candidate who receives the most votes on the ballot.
- 5.3.5 The secretary of the faculty shall prepare minutes of the meetings of the Faculty-as-a-Whole and the Faculty Senate and make them accessible to faculty.
- 5.3.6 The secretary of the faculty shall provide for the permanent retention of legislation and minutes of Faculty-as-a-Whole and Faculty Senate meetings, election results and other official correspondence of the Faculty-as-a-Whole and the Faculty Senate.
- 5.3.7 The secretary of the faculty shall receive minutes from standing committees and ad hoc task forces and shall make them accessible to the ~~Executive Committee of the Faculty and the Senate Coordinating Committee~~ **Faculty Executive Committee.**
- 5.3.8 The secretary of the faculty shall prepare minutes of the meetings of the ~~Executive Committee of the Faculty and the Senate Coordinating Committee~~ **Faculty Executive Committee.**
- 5.3.9 The secretary of the faculty shall provide annually to the college archives a collection of all minutes, correspondence and records of the Faculty-as-a-Whole, the Faculty Senate, and faculty committees and task forces.
- 5.3.10 In the secretary's absence, the chair shall appoint a temporary secretary.

#### 5.4 Parliamentarian

- 5.4.1 The parliamentarian shall be nominated by the chair of the Faculty Senate and confirmed by the Faculty Senate.
- 5.4.2 The parliamentarian shall not vote at meetings of the Faculty-as-a-Whole while serving as parliamentarian.
- 5.4.3 The parliamentarian shall not vote at meetings of the Faculty Senate unless he/she is a department chair or an elected-at-large member of the Faculty Senate.
- 5.4.4 The parliamentarian shall advise the chair on the order of business and parliamentary rules during meetings of the Faculty-as-a-Whole and of the Faculty Senate.
- 5.4.5 In the parliamentarian's absence, the chair shall appoint a temporary parliamentarian.

### Section 6. ~~Executive Committee of the Faculty~~ **Faculty Executive Committee**

#### 6.1 Duties of the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee**

- 6.1.1 Discuss and set priorities for business to be considered by the Faculty-as-a-Whole and the Faculty Senate. Place items of business on the agendas for meetings of the Faculty Senate which result from these discussions. Place and schedule items of business for meetings of

the Faculty-as-a-Whole and recommend rules for the conduct of that business.

- 6.1.2 Adjudicate questions of faculty authority (primary, joint or advisory).
  - 6.1.3 Review and analyze the work of the faculty standing committees and ad hoc task forces.
  - 6.1.4 Consider issues related to the good of the college.
  - 6.1.5 Serve as a faculty consulting body to the dean of the college and the president.
  - 6.1.6 Serve as a committee on committees**
    - 6.1.6.1 Recommend to Faculty Senate to establish and discontinue standing committees and/or ad hoc task forces.**
    - 6.1.6.2 Refer faculty business to the appropriate committees.**
    - 6.1.6.3 Balance the workload among committees.**
  - 6.1.7 Facilitate and coordinate the activities of the faculty standing committees and the Faculty Senate.**
    - 6.1.7.1 Facilitate communication among faculty standing committees through assigning committee portfolios to its members.**
    - 6.1.7.2 Schedule items of business on the Faculty Senate Agenda and recommend rules for the conduct of that business.**
  - 6.1.8 Serve as a nominating committee**
    - 6.1.8.1 Solicit faculty interest in serving on committees.**
    - 6.1.8.2 Balance the committee workload among faculty.**
    - 6.1.8.3 Conduct elections according to Section 7.7 in the Bylaws.**
    - 6.1.8.4 Fill vacancies on committees and on the Faculty Senate when faculty are not able to complete a full term.**
  - 6.1.9 Oversee the college's long-range planning processes and monitor the implementation of its recommendations.**
- 6.2 Membership consists of four tenured faculty senators, the secretary of the faculty, the dean of the college, and the president (chair). **In the president's absence, the dean of the college serves as chair.**
- 6.3 A quorum of the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee** consists of five members.
- 6.4 Each member of the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee** shall have one vote. No proxy or in absentia votes shall be permitted.

## Section 7. General Characteristics of Faculty Committees

- 7.1 Membership of Faculty Committees
  - 7.1.1 Faculty defined in Article 2.1, 2.2, 2.3, 2.4, and 2.5 in the Faculty Constitution shall be eligible to serve on faculty committees, with the exception of faculty serving as division chairs. Division chairs shall serve as representatives of the Office of Academic Affairs on Faculty Senate Committees, joint committees, and institutional committees.
  - ~~7.1.2 Faculty defined in Article 2.4 of the Faculty Constitution shall be eligible to serve on faculty committees except the Executive Committee of the Faculty, the Senate Coordinating Committee, the Curriculum Coordinating Committee, the Curriculum Coordinating Committee, the Professional Development Coordinating Committee and their subcommittees.~~

**7.1.2 Individuals who are not defined in Article 2 of the Faculty Constitution shall be considered administrative staff, support staff or students. In identifying the membership of committees or ad hoc task forces, participants from off-campus may be identified and referred to as at-large members. Administrative staff, support staff, students or at-large members shall be eligible to serve on committees to or ad hoc task forces as identified below:**

~~7.1.3.1~~ **7.1.2.1** The president shall appoint administrative staff, support staff or at-large members of committees.

7.1.2.2 The Student Association shall select student members of committees according to the procedures established by the Student Association.

**7.1.3 For purposes of representation on committees by Exploration area, every Department will be designated an Exploration area with approval of Faculty Senate.**

## 7.2 Term of Service on Committees

7.2.1 The term of service for committee members shall be three years. Normally, committee members will not succeed themselves.

7.2.2 The term of service for the chair ~~and secretary~~ shall be ~~one year~~ **two years**.

7.2.3 Normally, faculty will serve on no more than one of the committees identified in these Bylaws, although service on more than one committee shall be permitted.

7.2.4 When possible, terms of service shall be staggered to allow continuity.

7.2.5 Term of service on committees begins July 1 and ends June 30.

## 7.3 Committee Chairs

7.3.1 The Faculty Senate shall elect the faculty chairs of committees ~~as well as the subcommittees under Curriculum Coordinating Committee (8.2) and Professional Development Coordinating Committee (9.1).~~

7.3.2 The president shall appoint all other chairs of committees, except when the chair is designated ex-officio or the process of selecting the chair is specified in the description of the committee.

7.3.3 Communications with committees are directed to the committee chair.

7.3.4 The chair of a committee shall prepare agendas, convene and conduct the meetings of the committee.

7.3.5 The chair shall serve as one of the voting members of the committee.

7.3.6 Committee chairs shall serve a regular three-year term as a committee member, including the year(s) they serve as committee chair, **with the exception of those who begin their service as chair in their third year. In this situation, the individual will serve a fourth year on the committee.**

## 7.4 Committee Secretaries

7.4.1 Each committee shall select its own secretary.

7.4.2 The secretary shall submit minutes of each committee meeting to the secretary of the faculty on a timely basis and shall make minutes accessible to faculty.

## 7.5 Meetings of Committees

7.5.1 Committees shall meet at least once each semester.

7.5.2 The chair shall determine the time and place for the committee meetings in consultation with other members of the committee.

## 7.6 Committee Quorum and Voting

- 7.6.1 A quorum for a committee shall be one-half or more of its members.
- 7.6.2 Each member, including the chair, shall have one vote.
- 7.6.3 No proxy or in absentia votes shall be permitted.
- 7.6.4 Members of committees shall not vote if they have a direct conflict of interest in the decision of the committee. A majority vote of the committee shall determine conflicts of interest.

#### 7.7 Committee Election Procedures

- 7.7.1 Faculty defined in Articles 2.1, 2.2, 2.3, 2.4, 2.5, and 2.6 of the Faculty Constitution are eligible to vote for committee members.
- 7.7.2 Faculty members of committees shall be elected by the faculty according to the procedures listed below:
  - 7.7.2.1 ~~The Senate Coordinating Committee~~ **The Faculty Executive Committee** shall prepare a list of nominees to fill positions on the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee** and for faculty chairs of committees. In preparing the list of nominees, the ~~Senate Coordinating Committee~~ **Faculty Executive Committee** shall consider the responsibility of the position, the experience and interest of the potential nominees, the time commitment that is needed and the nominee's current committee and college service responsibilities.
  - 7.7.2.2 The list of nominees shall be sent to the members of the Faculty Senate at least five working days in advance of the meeting at which the vote will occur.
  - 7.7.2.3 The Faculty Senate may add nominees to the ballot before the vote is taken at the Faculty Senate meeting.
  - 7.7.2.4 Following the election of the ~~Executive Committee of the Faculty~~ **Faculty Executive Committee** and faculty chairs of committees, the ~~Senate Coordinating Committee~~ **Faculty Executive Committee** shall prepare a list of nominees for faculty members of faculty committees.
  - 7.7.2.5 A ballot shall be sent to all faculty eligible to vote at least ~~five working~~ **seven academic** working days in advance of ~~a meeting of the Faculty as a Whole at which the vote will occur.~~ **the date on which voting will open.**
  - 7.7.2.6 ~~The Faculty as a Whole~~ **The faculty** may add nominees to the ballot **within four working days after the ballot is sent.**
  - 7.7.2.7 An electronic or campus mail ballot shall be sent to all faculty eligible to vote, which must be returned within the time specified on the ballot.
  - 7.7.2.8 Individuals with the highest number of votes, and equal to the number of openings, shall be elected. Ties resulting from the faculty voting shall be resolved by lot in the ~~Senate Coordinating~~ **Faculty Executive** Committee.

### Section 8. Faculty Senate Committees

The committees listed below report directly to the Faculty Senate, which retains the right to confirm, amend, veto or return actions to committees. Committees are expected to attend to current issues and plan for the future.

#### ~~8.1 The Senate Coordinating Committee~~

##### ~~8.1.1 Duties of the Senate Coordinating Committee~~

##### ~~8.1.1.1 Serve as a committee on committees~~

~~8.1.1.1.1 Recommend to the Faculty Senate to establish and discontinue standing committees and/or ad hoc task forces.~~

~~8.1.1.1.2 Refer faculty business to the appropriate committee.~~

- ~~8.1.1.1.3 — Balance the workload among committees.~~
- ~~8.1.1.2 — Facilitate and coordinate the activities of the faculty standing committees and the Faculty Senate~~
  - ~~8.1.1.2.1 — Facilitate communication among faculty standing committees through assigning committee portfolios to its members.~~
  - ~~8.1.1.2.2 — Schedule items of business on the Faculty Senate agenda and recommend rules for the conduct of that business.~~
- ~~8.1.1.3 — Serve as a nominating committee~~
  - ~~8.1.1.3.1 — Solicit faculty interest in serving on committees.~~
  - ~~8.1.1.3.2 — Balance the committee workload among faculty.~~
  - ~~8.1.1.3.3 — Conduct elections according to Section 7.7 in the Bylaws.~~
  - ~~8.1.1.3.4 — Fill vacancies on committees and on the Faculty Senate when faculty are not able to complete a full term.~~
- ~~8.1.2 — Membership consists of the four elected faculty members of the Executive Committee of the Faculty, the secretary of the faculty, and the dean of the college (chair).~~

## 8.2 Curriculum Coordinating Committee

~~8.2.1 — Oversees the curriculum, reviews curriculum assessment data, considers trends in undergraduate curriculum, makes recommendations for improving the quality of the curriculum, and participates in planning for the curriculum. Receives, but does not act upon, reports from the Curriculum and Core subcommittees on the approval of new courses and recommendations for changes in major and minor programs. Reviews proposed changes in assessment plans and policies prior to Faculty Senate consideration. Receives reports from and makes recommendations to the directors of special academic programs (as designated by the dean of the College) and presents legislation relating to these programs to the Faculty Senate.~~

~~8.2.2 — Membership consists of faculty who chair the subcommittees listed below, a representative from academic affairs and an additional faculty member elected as chair.~~

~~8.2.3 — Subcommittees~~

~~8.2.3-1~~ **8.1 Curriculum:** Admits new courses to the curriculum. Recommends approval of changes in major/minor programs to the Faculty Senate. ~~Reports actions taken and recommends priorities and directions for major/minor programs to the Curriculum Coordinating Committee.~~ **Considers trends and makes recommendations concerning the undergraduate curriculum. Develops and monitors policies for awarding grades, academic integrity, criteria for graduation, and scheduling of academically-related deadlines.** Membership includes five faculty (one from each ~~core~~ **Exploration** area, **with both arts and humanities represented**), **one of whom serves as chair**; two students and a representative from academic affairs. ~~One of the five faculty members serves as chair.~~

~~8.2.3-2~~ **8.2 Core:** Admits new core courses to the core curriculum. Recommends criteria for approval of core courses to the Faculty Senate. ~~Reports actions taken and recommends priorities and directions for the core curriculum to the Curriculum Coordinating Committee.~~ **Considers trends and makes recommendations concerning the core curriculum.** Membership includes five faculty, (one from each ~~core~~ **Exploration** area, **with both arts and humanities represented**), **one of whom serves as chair**; two students and a representative from academic affairs. ~~One of the five faculty members serves as chair.~~ **An at-large faculty member serves as chair.**

~~8.2.3-3~~ **8.3 Assessment:** Provides oversight and evaluation of student learning and development. ~~Reports analyses of aggregate assessment results to the Curriculum Coordinating Committee.~~ **Reviews and monitors curriculum assessment data.** Membership consists of ~~five~~ **four** faculty (one of whom is chair), ~~two students~~ **one student**, the director of instructional research and

assessment, a representative from student affairs and a representative from academic affairs.

~~8.2.3.4 Off-Campus Programs Committee: Approves credit-bearing, off-campus programs. Establishes guidelines and sets standards for these programs. Acts as a liaison with departments and programs to ensure accountability, liability, and fiscal viability of these programs. Membership includes the director of International Education, the Academic Dean or his/her designee, a representative from the Business Office, faculty members elected from each distribution area, and two student representatives. The chair will be a member of the faculty.~~

**8.4 Global Education Committee: Considers trends and makes recommendations concerning global education. Approves credit-bearing study away programs (short-term and long-term), and acts on program development and faculty leadership applications. Develops standards and policies and monitors college-approved program performance. Serves as a liaison with departments, programs, and administrative offices to promote quality, access, efficiency, safety, and fiscal sustainability. Membership includes five faculty (one from each Exploration area, with both arts and humanities represented), one of whom serves as chair, and the Division Chair of Global Education.**

~~8.2.3.5 8.5 Graduate Programs Committee: Admits graduate courses into the curriculum; recommends new graduate programs to the Faculty Senate; recommends approves policies, procedures, course and curriculum changes to the Curriculum Coordinating Committee; monitors the scope, direction and integrity of graduate programming. Membership consists of the Academic Dean or his/her designee, chairs of departments offering graduate programs, and four three at-large faculty, one of whom is chair, and a graduate student representative. The chair will be a member of the faculty.~~

~~8.3~~ **8.6 Academic Advisement and Student Development Committee: Plans and monitors academic advisement, including career-related advisement. Develops and monitors policies for admission and retention of students and student progress in academic courses. Develops opportunities for recognition of students, and coordinates the processes of selecting students for recognition and awards.** Recruits, encourages and supports students pursuing special awards/scholarships and/or graduate study. ~~8.3.2~~ Membership consists of five faculty (one of whom is chair), two students, and one representative each from student affairs and academic affairs.

#### 8.4 Academic Procedures and Policies Committee

~~8.4.1 — Develops and monitors policies for admission and retention of students, student progress in academic courses, awarding grades, academic integrity, criteria for graduation, scheduling of academically related deadlines, academically related student activities, and research protocol and ethics. Recognizes student organizations as academically related student activities. 8.4.2. Membership consists of five faculty (one of whom is chair), two students and one representative each from academic affairs, student affairs, admissions and the registrar's office.~~

#### 8.5 Special Awards Committee

~~8.5.1 — Develops opportunities for recognition of faculty and students. Coordinates the processes for selecting faculty and students for recognition and awards. Recommends candidates for honorary degrees to the Faculty Senate. 8.5.2. Membership consists of five faculty (one of whom is chair), two students and a representative from academic affairs.~~

## Section 9. Joint Committees

The committees listed below prepare recommendations for appropriate offices or bodies of the college. Joint committees are considered to be committees of the Faculty-as-a-Whole. The faculty members on the committees shall report on the activities of the committees to the Faculty Senate and may seek advice from either the Faculty Senate or the Faculty-as-a-Whole on issues being considered

by the committees.

### 9.1 Professional Development Coordinating Committee

9.1.1 — Develops and monitors plans for the professional well-being of the faculty, including policies for salary distribution and employment benefits for faculty and recommendations for instructional days in the academic year. Coordinates the activities of the Promotion, Tenure and Evaluation and the Professional Development subcommittees.

9.1.2 — Membership consists of the faculty chairs of the Promotion, Tenure and Evaluation and the Professional Growth subcommittees and the representative(s) from Academic Affairs who serve(s) on these committees. An additional faculty member is elected as chair.

#### 9.1.3 — Subcommittees

~~9.1.3.1~~ **9.1 Promotion, Tenure and Evaluation:** Develops policies and criteria for appointment, evaluation, promotion and tenure of faculty. Develops policies governing the selection, responsibilities and terms of department chairs. Recommends individuals for promotion and tenure. **Recommends candidates for honorary degrees to the Faculty Senate. Hears and advises the president on appeals by faculty involving dismissal for cause. Membership includes five faculty who are tenured full professors, one from each core Exploration area, with both arts and humanities represented),** Membership consists of five tenured faculty (one from each core area) and the dean of the college. One of the five tenured faculty members serves as chair.

~~9.1.3.2~~ **9.2 Professional Growth:** **Develops and monitors plans for the professional well-being of the faculty, including policies for salary distribution and employment benefits for faculty.** Creates opportunities for faculty development. Determines criteria for selection and identifies recipients for sabbatical leaves, summer workshops, internally-awarded faculty development and research grants, and other faculty development opportunities. **Develops opportunities for recognition of faculty and coordinates the processes for selecting faculty for recognition and awards. Monitors and makes recommendations on the quality and accessibility of resources that support the delivery of curriculum and faculty scholarly activity. Curriculum resources include but are not limited to the library and technology.** Membership consists of five faculty (one from each core Exploration area, with both arts and humanities represented), and a representative from academic affairs. One of the five faculty members serves as chair.

### 9.2 Curriculum Resources Committee

9.2.1 — Monitors and makes recommendations on the quality and accessibility of resources that support the delivery of curriculum and faculty scholarly activity. Curriculum resources include but are not limited to the library, instructional media, television services and and a representative from academic affairs. Chair is appointed by the president from among the elected or appointed members.

#### 9.2.3 — Subcommittees

9.2.3.1 — ~~Technology Planning Committee:~~ Plans for the technology needs of the college. Membership consists of four faculty, two students and a representative from each of the following: academic computer services, administrative computer services, business affairs, physical plant, registrar's office, library and academic affairs. Co-chaired by the representatives from academic affairs and business affairs.

### 9.3 Cultural Events Committee

9.3.1 — Promotes intellectual stimulation and engagement for the college community outside of the classroom and establishes the schedule of college cultural events. Works with departments to coordinate campus lectures and artistic events. Establishes the theme and selects the chair for the Faith, Reason and World Affairs Symposium subcommittee. Membership consists of three faculty, two students, two support staff, the director of cultural events and one other administrative staff member. The chair is appointed by the president from among the elected or appointed members.

### ~~9.3.3~~ 9.3.2 Subcommittee

- ~~9.3.3.1~~ 9.3.2.1 Faith, Reason and World Affairs Symposium: Plans the annual symposium. Membership is by invitation of the chair of the symposium.

## Section 10. Institutional Committees

The committees listed below prepare recommendations for appropriate offices or bodies of the college. The faculty on institutional committees provide advice to the administrative staff of the college. Faculty on institutional committees shall report actions of these committees to the Faculty Senate and may seek advice from either the Faculty Senate or the Faculty-as-a-Whole on issues being considered by the committees.

### 10.1 Student Affairs Committee

- 10.1.1 Recognizes student organizations other than academically related student activities and develops and monitors policies for these student activities. Serves as a board of publications for student publications/media productions that are not directed by academic departments. Membership consists of three faculty, three students and three administrative staff (at least one of whom shall be a representative of student affairs). One member of the committee is appointed chair by the president.

#### ~~10.1.2~~

### 10.2 Community Relations Committee

- 10.2.1 Promotes a mutually supportive community through consideration of issues affecting the community at large, such as physical and mental health, interpersonal relationships, cultural and gender diversity and work-oriented stress; plans and encourages programming that fosters community within the college. Membership consists of four faculty, two students, two support staff and two administrative staff. One member of the committee is appointed chair by the president.

#### ~~10.2.2~~

### ~~10.3 College Planning Committee~~

- ~~10.3.1 Oversees the college's long range planning processes and monitors the implementation of their recommendations. Provides advice on the campus master plan. Assesses implications of changes in public policy, educational trends, demographic data and educational needs for the college's future. Reviews initiatives of other committees in order to assess implications for college planning. May make recommendations to administrative offices or faculty committees for further analysis and implementation.~~

- ~~10.3.2 Membership consists of five faculty, three students, four administrative staff and the president (chair).~~

#### ~~10.3.3 Subcommittees~~

~~At intervals determined appropriate, the College Planning Committee will create the following subcommittees to prepare key long range planning documents. These subcommittees shall forward their work and associated recommendations to the College Planning Committee.~~

- ~~10.3.3.1 Blueprint: Conducts a long range planning process for the college and produces a conceptual long range planning document under the direction of the College Planning Committee. Members and chair are appointed by the College Planning Committee.~~

- ~~10.3.3.2 Financial Blueprint: Prepares a long range financial plan under the direction of the College Planning Committee. The financial long range plan typically follows the preparation of the conceptual document. Members and chair are appointed by the College Planning Committee.~~

#### ~~10.4~~ 10.3 Budget Planning Committee

~~10.4.1~~ 10.3.1 Reviews trends and recommends priorities for expenditures and appropriations, including students' current and future tuition and fees.

~~10.4.2~~ 10.3.2. Reviews planning initiatives from other faculty committees, special committees and ad hoc task forces that are relevant to the discussion of priorities for expenditures and appropriations. Membership consists of three faculty, two students and three administrative staff. A member of the committee is appointed chair by the president.

~~10.4.3~~

### Section 11. Judicial Boards

The following judicial boards are established to assure fair consideration for students and faculty who dispute actions taken against them by individuals acting in an official capacity to represent the college. Judicial boards report their actions to the president.

#### 11.1 Student ~~Responsibility~~ Conduct Board

11.1.1 Hears and acts on alleged violations of social policy or academic integrity.

11.1.2 Membership consists of ~~two~~ **one** faculty, ~~four~~ **one** students and one administrative staff member. A member of the board is appointed chair by the president.

#### ~~11.2~~ College Conduct Board

~~11.2.1~~ Hears and acts on alleged serious violations (as determined by the dean of students) of social policy.

~~11.2.2~~ Membership consists of one faculty, one student and one administrative staff member. A member of the board is appointed chair by the president.

#### ~~11.32~~ Student Appeal Board

~~11.3.2.1~~ Hears and acts on appeals for student disciplinary decisions involving alleged violations of social policy and academic integrity.

~~11.3.2.2~~ Membership consists of one faculty, one student and one administrative staff member. A member of the board is appointed chair by the president.

#### 11.4 Faculty Appeal Board

11.4.1 Hears and acts on appeals by faculty involving dismissal for cause. ~~The faculty member must have had an opportunity for a hearing before either a college officer or the Promotion, Tenure and Evaluation Committee prior to appealing to the Faculty Appeals Board. Decisions of the Appeal Board may be appealed to the president. Decisions of the president may be appealed to the Board of Regents.~~

11.4.2 Membership consists of five **tenured** faculty **from different departments**. A member of the board is appointed chair by the president.

### Section 12. Special Committees

12.1 Committees for academic and administrative departments, special academic programs and interdisciplinary programs are not included in the delineation of committees as part of faculty governance. Each program director or department chair shall decide the appropriateness of establishing an advisory committee, its membership and its responsibilities.

~~12.2~~ Directors for special academic programs shall report at least annually to the Curriculum Coordinating Committee or to another appropriate committee as determined by the dean of the college.

~~12.3~~ **12.2** A standing ~~research protocol and review board~~ **Institutional Review Board** shall be appointed by the dean of the college and report to the ~~Academic Procedures and Policies Committee~~.  
**Curriculum Committee.**

**12.3** A standing **Institutional Animal Care and Use Committee** shall be appointed by the dean of the college and report to the **Curriculum Committee.**

### Section 13. Faculty Handbook

- 13.1 The dean of the college shall prepare a current faculty handbook and make it accessible to all faculty.
- 13.2 The faculty handbook shall contain but not be limited to the following:
  - 13.2.1 The Concordia College Corporation Articles of Incorporation and Bylaws (most recent revision).
  - 13.2.2 The Concordia College Faculty Constitution and Bylaws.
  - 13.2.3 The standing rules of parliamentary procedure that govern meetings of the Faculty-as-a-Whole and the Faculty Senate.
  - 13.2.4 Policies and expectations for faculty employment and service.
  - 13.2.5 Additional information identified by the dean of the college or the Faculty Senate.
- 13.3 Origins of policies and their dates of enactment shall be identified in the faculty handbook.