

## SECTION 2

### 2. THE GOVERNANCE OF THE COLLEGE

#### 2.1. STATEMENT ON THE CONCEPT OF SHARED GOVERNANCE

The Board of Trustees governs the institution. Any responsibility and authority that any group or individual has is implicitly or explicitly delegated to it or them by the Board of Trustees. While the Board of Trustees and the President bear full responsibility for the governance and operation of the College, all members of the College community participate in the governance of the College in accordance with their rights and responsibilities. All members of the College community share responsibility for the governance of the College. The following sections describe the function of each component of the community.

#### 2.2. THE CORPORATION OF SAINT MARY'S COLLEGE

##### INTRODUCTION

The institution is governed in accordance with the Code of Bylaws of the Corporation of Saint Mary's College, Notre Dame, which can be viewed at <https://www.saintmarys.edu/code-of-bylaws>

#### 2.3. THE ADMINISTRATION OF THE COLLEGE

##### 2.3.1. OFFICERS OF THE ADMINISTRATION

###### 2.3.1.1. PRESIDENT OF THE COLLEGE

2.3.1.1.1. APPOINTMENT. The President of the College is appointed by the Board of Trustees of the Corporation of Saint Mary's College and serves at the pleasure of the Board.

2.3.1.1.2. AUTHORITY AND RESPONSIBILITY. The President is the College's chief executive officer (CEO) and the chief advisor to the Board. The authority of the President is vested through the Board and includes responsibilities for all College educational and managerial affairs. The President is responsible for leading the College, implementing all Board policies, keeping the Board informed on appropriate matters, consulting with the Board in a timely manner on matters appropriate to its policy making and fiduciary functions, and serving as the College's key spokesperson. The President has the authority to execute all documents on behalf of the College and the Board consistent with Board policies and the best interests of the College. The President:

2.3.1.1.2.1. is an *ex officio* voting member of the Board of Trustees and serves *ex officio* as a member of all Board committees except the Audit Committee;

2.3.1.1.2.2. presides or designates the presiding officer at all academic functions and represents the College before the public;

- 2.3.1.1.2.3. serves as the chief liaison officer between the Board of Trustees and the College community. As such, the President receives and transmits all resolutions and petitions affecting the welfare of the College;
- 2.3.1.1.2.4. presents regular reports on the state of the College to the Board of Trustees and to the Academic Leadership Council and such other reports as are requested by the Board of Trustees;
- 2.3.1.1.2.5. recommends, after appropriate consultation, administrative officers for confirmation by the Board of Trustees;
- 2.3.1.1.2.6. informs the Board of Trustees of the numbers of the faculty members awarded tenure and/or promotion after considering the report of the Committee on Rank and Tenure;
- 2.3.1.1.2.7. appoints, promotes, and dismisses the academic and nonacademic staffs of the College subject to the limitations of budget provisions and college policies, according to the provisions outlined in this manual;
- 2.3.1.1.2.8. designates the duties and functions of other officers and agents of the College, subject to the supervision and direction of the Board of Trustees;
- 2.3.1.1.2.9. makes changes in the administrative structure of the College that are advantageous to the College;
- 2.3.1.1.2.10. appoints committees, delegates authority, assigns responsibility to committees or to individuals as needed;
- 2.3.1.1.2.11. in the absence of the President, the Provost and Senior Vice President serves as Acting President, pending further action of the Board of Trustees.

#### 2.3.1.1.3. PRESIDENTIAL ASSISTANTS

The Special Assistant to the President, Chief Information Officer, Executive Director of Retention Strategy, the General Counsel, and the Vice President for Inclusion and Equity are appointed by and responsible to the President. Information regarding their responsibilities is contained in job descriptions available in the Office of Human Resources.

#### 2.3.1.1.4. PRESIDENT'S COMMITTEES AND COUNCILS

The following committees and councils report directly to the President:

- President's Cabinet
- Budget Committee
- President's Budget Priorities Committee
- Committee on Rank and Tenure (part of Academic Leadership Council, see Section V)
- Elected Executive Committee of the Academic Leadership Council

- Retention Committee
- Student Affairs Council
- Committee on Student Affairs
- President's Council on Inclusivity and Multicultural Diversity
- Parents Council
- President's Circle
- Governance Manual Committee
- President's Committee on Sexual Violence
- Staff Advisory Council

#### 2.3.1.1.4.1. PRESIDENT'S CABINET

2.3.1.1.4.1.1. MEMBERSHIP. The President's Cabinet consists of the President, Provost and Senior Vice President, Senior Vice President for Strategy and Finance, Vice President for Mission, Vice President for Advancement, Vice President for Student Enrollment and Engagement, the Vice President for Inclusion and Equity, the Special Assistant to the President, and other College leaders appointed by the President to support the College's strategy. The President convenes the meetings of the President's Cabinet.

2.3.1.1.4.1.2. RESPONSIBILITY. The President's Cabinet:

2.3.1.1.4.1.2.1. works toward the integration of policy among the administrative branches;

2.3.1.1.4.1.2.2. coordinates the work of the various administrative officers;

2.3.1.1.4.1.2.3. advises the President on matters of administration.

#### 2.3.1.1.4.2. BUDGET COMMITTEE

2.3.1.1.4.2.1. MEMBERSHIP. The Budget Committee consists of the Officers of the College. The Senior Vice President for Strategy and Finance serves as chair.

2.3.1.1.4.2.2. RESPONSIBILITY. The Budget Committee:

2.3.1.1.4.2.2.1. reviews the budgets prepared by administrative officers for their departments;

2.3.1.1.4.2.2.2. reviews proposals to change student or academic fees;

2.3.1.1.4.2.2.3. reviews the total College budget and submits a proposed budget to the President for presentation to the Financial Stewardship Committee AY '22 (also known as Finance and Budget Committee) of the Board of Trustees.

#### 2.3.1.1.4.3. PRESIDENT'S BUDGET PRIORITIES COMMITTEE

2.3.1.1.4.3.1. MEMBERSHIP. The President's Budget Priorities Committee consists of at least one member of the Faculty Compensation and Budget Priorities Committee of the Academic Leadership Council as well as appointed representatives from the faculty and the administration. This committee is chaired by the Senior Vice President for Strategy and Finance.

2.3.1.1.4.3.2. RESPONSIBILITY. The President's Budget Priorities Committee:

2.3.1.1.4.3.2.1. strategizes about such things as compensation for faculty and staff;

2.3.1.1.4.3.2.2. understands how budget priorities are set by the administration;

2.3.1.1.4.3.2.3. contributes to discussions on such matters as budget deficit/surplus and the funding of College initiatives.

#### 2.3.1.1.4.4. COMMITTEE ON RANK AND TENURE

2.3.1.1.4.4.1. MEMBERS. The Committee on Rank and Tenure consists of the Provost and Senior Vice President, the Associate Provost and Dean of Graduate Studies (serving as the academic administrative members appointed by the President), and three tenured faculty members above the rank of Assistant Professor chosen by the Academic Leadership Council. The faculty member who is in the second year of her/his term serves as the Chair. Faculty serving on this committee whose department colleagues are candidates for third- or fourth-year review, tenure and/or promotion, are recused from the committee proceedings related to their departmental candidate's review. The recused member will be replaced by the faculty member from a different department who most recently completed her/his term on the committee.

2.3.1.1.4.4.2. RESPONSIBILITY. The Committee on Rank and Tenure:

2.3.1.1.4.4.2.1. establishes the criteria and procedures for tenure and promotion within the policy guidelines of the College;

2.3.1.1.4.4.2.2. reviews the candidates for promotion and tenure;

2.3.1.1.4.4.2.3. prepares a written statement for those faculty members regarding mid-point review, advising them on their progress toward tenure;

2.3.1.1.4.4.2.4. prepares a confidential written recommendation on candidates for promotion and/or tenure for the President's consideration.

2.3.1.1.4.4.3. PROCEDURES. For a detailed description of the Committee on Rank and Tenure policies and procedures, see the section on Faculty Policies and Procedures (Section 3).

2.3.1.1.4.5. ELECTED EXECUTIVE COMMITTEE OF THE ACADEMIC LEADERSHIP COUNCIL (see Section 5).

2.3.1.1.4.6. RETENTION COMMITTEE

2.3.1.1.4.6.1. MEMBERSHIP. The Retention Committee is chaired by the Executive Director of Retention Strategy. Membership includes the Provost, Vice President for Student Enrollment and Engagement, a representative from Enrollment Management, the Dean of Students, Associate Dean of Students, Dean of Student Academic Services, Multicultural and Student Involvement Director, International Student/Scholar Advisor, Director of Student Success, Director of Athletics, a representative from Campus Ministry, two faculty members elected through the Academic Leadership Council, and two students chosen by the Student Government Association. The President appoints the Chair of this committee.

2.3.1.1.4.6.2. RESPONSIBILITY. The Retention Committee:

2.3.1.1.4.6.2.1. assists the Chair of the Retention Committee in developing and implementing a retention plan for Saint Mary's College;

2.3.1.1.4.6.2.2. gathers, evaluates, and assesses data related to retention of undergraduate students;

2.3.1.1.4.6.2.3. monitors and assesses progress in achieving the College's retention goals;

2.3.1.1.4.6.2.4. examines and improves programs and services designed to enhance retention;

2.3.1.1.4.6.2.5. gathers peer data.

2.3.1.1.4.7. STUDENT AFFAIRS COUNCIL

2.3.1.1.4.7.1. MEMBERSHIP. The Student Affairs Council consists of the President of the College; the Vice President for Student Enrollment and Engagement; the Dean of Students; the Director of Admission, two directors within the Division of Student Enrollment and Engagement; two faculty members; one member of the Division for Mission; and three students. The faculty members and the three students are selected by the Committee on Student Affairs. The two Directors have staggered appointments. The President of the College or her proxy serves as Chair.

2.3.1.1.4.7.2. RESPONSIBILITY. The Student Affairs Council:

- 2.3.1.1.4.7.2.1. advises the President of the College on policies which affect all aspects of student life;
- 2.3.1.1.4.7.2.2. acts on reports prepared by the Committee on Student Affairs;
- 2.3.1.1.4.7.2.3. advises the President on the procedures in the search for a Vice President for Student Enrollment and Engagement;
- 2.3.1.1.4.7.2.4. proposes policies and reviews proposals for new student publications;
- 2.3.1.1.4.7.2.5. participates in the selection of the Student Trustee and selects Jablonski-Diehl Student Government Scholarship awardees.

2.3.1.1.4.7.3. PROCEDURES. The Vice President for Student Enrollment and Engagement schedules meetings and sets agenda for the Student Affairs Council.

2.3.1.1.4.8. COMMITTEE ON STUDENT AFFAIRS. The Committee on Student Affairs reports directly to the Student Affairs Council.

2.3.1.1.4.8.1. MEMBERSHIP. The Committee on Student Affairs consists of the Vice President for Student Enrollment and Engagement, the Dean of Students; each Department Director in the Division of Student Enrollment and Engagement, three faculty members elected by the Academic Leadership Council, the Student Body President or her designee, the Student Government Association Vice President or her designee, the President of the Residence Hall Association or her designee, and the President of the Student Diversity Board or her designee. The Committee selects two of its faculty members and three of its students to serve on the Student Affairs Council.

2.3.1.1.4.8.2. RESPONSIBILITY. The Committee on Student Affairs:

- 2.3.1.1.4.8.2.1. provides a campus-wide forum for the discussion of student life;
- 2.3.1.1.4.8.2.2. serves as a forum for input from students and faculty regarding the programs and services in the Division of Student Enrollment and Engagement;
- 2.3.1.1.4.8.2.3. offers recommendations to the Division of Student Enrollment and Engagement;
- 2.3.1.1.4.8.2.4. may submit proposals to the Vice President for Student Enrollment and Engagement regarding changes in programs or

services offered in the Division of Student Enrollment and Engagement.

#### 2.3.1.1.4.9. PRESIDENT'S COUNCIL ON INCLUSIVITY AND MULTICULTURAL DIVERSITY

2.3.1.1.4.9.1. MEMBERSHIP. The President's Council on Inclusivity and Multicultural Diversity (PCIMD) consists of the Provost and Senior Vice President, Vice President for Student Enrollment and Engagement, Vice President for Advancement, Vice President for Mission, Vice President for Inclusion and Equity, Director of Admission, Special Assistant to the President, Director of Human Resources, Director of the Center for Women's Intercultural Leadership, Director of Multicultural Services and Student Programs, General Counsel, two appointed faculty members, two elected faculty members, two staff members, the President of the Student Diversity Board, and the President of the Residence Hall Association and an appointed student at large. The Chair of the Council is the Vice President for Inclusion and Equity.

2.3.1.1.4.10. RESPONSIBILITY. The President's Council on Inclusivity and Multicultural Diversity will promote strategies to build an inclusive and just community and will monitor the racial and ethnic diversification of students, faculty, staff, and administrators; and receive annual reports from the Office of Institutional Research, Human Resources and Admission regarding the College's efforts to create a more racially and ethnically diverse student body and workforce. The Council will:

2.3.1.1.4.10.1. oversee the ongoing education and development of the entire College community (faculty, staff, administrators, and students) in the area of multicultural diversity and receive assessment reports on these efforts;

2.3.1.1.4.10.2. recommend, in conjunction with the appropriate units (e.g. Human Resources), policies and procedures on harassment; and

2.3.1.1.4.10.3. propose initiatives to improve the campus climate and the racial and ethnic diversification of the College community.

#### 2.3.1.1.4.11. PARENTS COUNCIL

2.3.1.1.4.11.1. MEMBERSHIP. The Parents Council consists of parents of sophomore, junior, and senior students who are invited by the President to serve while their daughters are students.

2.3.1.1.4.11.2. RESPONSIBILITY. The Parents Council members serve as advisors to the Vice President for Advancement on matters relating to marketing and fundraising from parents. They serve as a focus

group for the Vice President for Student Enrollment and Engagement. They also assist the Vice President for Student Enrollment and Engagement Management with recruitment efforts.

2.3.1.1.4.12. PRESIDENT'S CIRCLE

2.3.1.1.4.12.1. MEMBERSHIP. Trustees who retire from the Saint Mary's College Board of Trustees after serving three (3) full terms (9 years) and who agree to support the College at the Trustee level.

2.3.1.1.4.12.2. RESPONSIBILITY. Members provide historical perspective, vision and counsel.

2.3.1.1.4.13. GOVERNANCE MANUAL COMMITTEE

2.3.1.1.4.13.1. MEMBERSHIP. Three (3) administrators, appointed by the President, three (3) elected faculty, the junior vice-chair of Academic Leadership Council, General Counsel, and the Special Assistant to the President, who chairs the committee.

2.3.1.1.4.13.2. RESPONSIBILITY. The committee will develop procedures for the orderly review and revision of the Governance Manual. It will receive and review new proposals and proposed revisions to the Governance Manual and advise the President as to whether proper processes were followed. It will maintain the Governance Manual in current and operational form on a yearly basis. It will oversee compatibility between the Governance Manual and other College manuals to insure consistency with the Governance Manual.

2.3.1.1.4.14. PRESIDENT'S COMMITTEE ON SEXUAL VIOLENCE

2.3.1.1.4.14.1. MEMBERSHIP. Faculty, staff, students and administrators designated by the President.

2.3.1.1.4.14.2. RESPONSIBILITY. The charge of the committee is to make recommendations to the President for programming, education, and training related to sexual violence, for improving support systems for survivors, and for refining procedures for reporting, investigating, and hearing Title IX cases; consider training needs for faculty and staff specifically including harassment and discrimination prevention; and institute policies and procedures to coordinate with local law enforcement and rape crisis services/victim advocacy programs in the community.

2.3.1.1.4.15. STAFF ADVISORY COUNCIL

2.3.1.1.4.15.1. MEMBERSHIP. The Staff Advisory Council consists of 12 seats of both exempt and non-exempt employees to ensure direct communication between staff and leadership. Six seats serve a two

year term and six serve a 1 year term. The Director of Human Resources will chair the committee.

2.3.1.1.4.15.2. RESPONSIBILITY. The Council serves as an advisory body to the President and assists in facilitating active, direct communication between staff and College Leadership. Meetings provide a forum for input and discussion on issues important to the staff and the College. The Council seeks to:

- 2.3.1.1.4.15.2.1. contribute to the College's culture of community and recognition;
- 2.3.1.1.4.15.2.2. provide a forum for the exchange of information;
- 2.3.1.1.4.15.2.3. enhance staff morale by promoting a positive and collaborative campus environment;
- 2.3.1.1.4.15.2.4. increase levels of awareness and understanding; and
- 2.3.1.1.4.15.2.5. foster a spirit of respect, dignity, unity, and cooperation.

2.3.1.2. PROVOST AND SENIOR VICE PRESIDENT (Provost)

2.3.1.2.1. APPOINTMENT. The appointment of the Provost is confirmed by the Board of Trustees upon the recommendation of the President after appropriate consultation with the faculty. The Provost holds office at the discretion of the President.

2.3.1.2.2. AUTHORITY AND RESPONSIBILITY. The Provost is directly responsible to the President and is the chief executive officer in the absence of the President. The Provost is the Chief Academic Officer (CAO) of the College as well as the overseer of certain support units within the College. If the President is unavailable, the Provost serves as the College's key spokesperson. In time of disability of the President, the Provost serves as Acting President, pending further action of the Board of Trustees. The Provost:

- 2.3.1.2.2.1. serves on the President's Cabinet and the College budget committee;
- 2.3.1.2.2.2. consults, on a timely basis, with the Vice Presidents as the officers and agents of the College;
- 2.3.1.2.2.3. serves as advisor of the Board of Trustees Student Experience Committee for AY '22 (also known as Academic Affairs Committee);
- 2.3.1.2.2.4. maintains liaison with the Higher Learning Commission; oversees institutional assessment projects, working in collaboration with the Office of Institutional Research and other units of the College; is responsible for preparing the College for its four-year improvement process, its ongoing assurance process, and its 10-year site visit (as mandated by the HLC);

- 2.3.1.2.2.5. provides oversight and support to the academic divisions of the College;
- 2.3.1.2.2.6. annually reviews each academic department or interdisciplinary program;
- 2.3.1.2.2.7. oversees the academic centers established by the College;
- 2.3.1.2.2.8. appoints committees, delegates authority, assigns responsibility to committees or to individuals on matters under the Provost's purview as needed;
- 2.3.1.2.2.9. represents the College in designated professional associations and functions as requested by the President;
- 2.3.1.2.2.10. annually prepares the academic affairs division budgets, (i.e., Deans, Directors, etc.), and submits them to the President for approval by the Board of Trustees and serves as the chief representative of the academic area of the College on the Budget Committee of the College;
- 2.3.1.2.2.11. serves as a voting *ex-officio* member of the Committee on Rank and Tenure, as the President's appointee; serves, or appoints a designee to serve on academic committees;
- 2.3.1.2.2.12. designates administrative representatives to committees as called for;
- 2.3.1.2.2.13. oversees undergraduate and graduate studies;
- 2.3.1.2.2.14. oversees the primary academic support services administrators: (i.e. Deans, Directors, etc.);
- 2.3.1.2.2.15. oversees professional development in all academic areas;
- 2.3.1.2.2.16. oversees continual review and improvement of all academic programs;
- 2.3.1.2.2.17. consults with the President on the hiring, retention, or non-retention of all faculty; and
- 2.3.1.2.2.18. performs other duties requested by the President.

### 2.3.1.3. OTHER ACADEMIC ADMINISTRATORS

The following academic administrators report to and are immediately responsible to the Provost:

#### 2.3.1.3.1. ASSOCIATE PROVOST AND DEAN OF GRADUATE STUDIES (Associate Provost)

- 2.3.1.3.1.1. APPOINTMENT. The Associate Provost is appointed by the President upon the Recommendation of the Provost and holds the office at the

discretion of the President. This is a 12 month full-time administrative position.

2.3.1.3.1.2. **AUTHORITY AND RESPONSIBILITY.** The Associate Provost is directly responsible to the Provost. He/she is the Chief Academic Officer in the absence of the Provost. The Associate Provost:

- 2.3.1.3.1.2.1. leads the College faculty in continual review and improvement of the undergraduate and graduate academic programs;
- 2.3.1.3.1.2.2. serves as Deputy Title IX Coordinator for matters relating to faculty;
- 2.3.1.3.1.2.3. conducts Council of Chairs meetings and retreats;
- 2.3.1.3.1.2.4. serves as a member of the Provost's Council;
- 2.3.1.3.1.2.5. manages and reviews all budgets of the undergraduate and graduate programs;
- 2.3.1.3.1.2.6. develops and manages part-time faculty budget;
- 2.3.1.3.1.2.7. provides oversight to insure effective, efficient scheduling of courses, and assignment of faculty loads;
- 2.3.1.3.1.2.8. serves as a voting *ex officio* member of relevant Councils and Committees or appoints a designee to do so;
- 2.3.1.3.1.2.9. represents the College in designated professional associations and functions as requested by the Provost;
- 2.3.1.3.1.2.10. in collaboration with the Dean of Student Academic Services, provides oversight to the continuing development, implementation, and assessment of the Sophia program;
- 2.3.1.3.1.2.11. supervises or designates supervision of the Director of the Writing Program and the Director of the Writing Center;
- 2.3.1.3.1.2.12. provides support and oversight of the Center for Academic Innovation;
- 2.3.1.3.1.2.13. performs other duties requested by the Provost.

2.3.1.3.2. **DIVISION DIRECTOR**

2.3.1.3.2.1. **APPOINTMENT.** A Division Director is appointed by the President upon the recommendation of the Provost and the Associate Provost after consultation with the members of the departments. Except for the first year (2019-2020), the appointment is for three years and may be extended for successive terms.

2.3.1.3.2.2. TERMS. A Division Director holds this position at the discretion of the President and the Provost. The Division Director reports directly to the Provost.

2.3.1.3.2.3. AUTHORITY AND RESPONSIBILITIES.

2.3.1.3.2.3.1. Serves as the administrative lead for the divisional faculty:

2.3.1.3.2.3.1.1. Fosters collaboration and community within the division and across divisions; fosters an innovative and entrepreneurial mindset within the division;

2.3.1.3.2.3.1.2. Represents the division on the Provost's Council;

2.3.1.3.2.3.1.3. Serves as the primary point of contact for administrative offices across campus;

2.3.1.3.2.3.1.4. Ensures communication between Provost/Provost's Council and divisional faculty;

2.3.1.3.2.3.1.5. Receives and follows up on all complaints regarding matters associated with the division; is the first point of contact for issues/disciplinary concerns regarding divisional faculty and staff;

2.3.1.3.2.3.1.6. Participates in leadership development and training for Division Directors.

2.3.1.3.2.3.2. Manages division personnel:

2.3.1.3.2.3.2.1. Supports faculty development;

2.3.1.3.2.3.2.1.1. Provides training for department chairs;

2.3.1.3.2.3.2.1.2. Conducts annual reviews for all faculty in the division (tenure track, visiting faculty, adjunct faculty) and discusses the results of these reviews with the Provost as needed (Note that this is in conversation with Department Chairs, especially as regards the renewal/progress of pre-tenure faculty.)<sup>1</sup>

2.3.1.3.2.3.2.1.3. Coordinates with Department Chairs and Graduate Program Directors to ensure robust mentoring of junior faculty;

2.3.1.3.2.3.2.1.4. Makes recommendations for the promotion and tenure of divisional faculty in consultation with faculty in the candidate's department and in accordance with the procedures described in the

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<sup>1</sup> Pre-tenure faculty currently in the pipeline will continue to be evaluated by Department Chairs.

*Governance Manual*; at the discretion of the candidate, may be delegated to the Department Chair and Graduate Program Director or may be provided by the Division Director<sup>2</sup>

- 2.3.1.3.2.3.2.1.5. Reviews and signs off on faculty grant proposals;
- 2.3.1.3.2.3.2.1.6. Reviews and submits to the Provost support for faculty sabbatical proposals.
- 2.3.1.3.2.3.2.2. Manages hiring of full-time faculty:
  - 2.3.1.3.2.3.2.2.1. Prepares position requests in consultation with the Department Chair, Graduate Program Director, and faculty;
  - 2.3.1.3.2.3.2.2.2. Guides the department in the hiring procedures;
  - 2.3.1.3.2.3.2.2.3. Transmits hiring recommendation to Provost.
- 2.3.1.3.2.3.2.3. Ensures staff development and training
- 2.3.1.3.2.3.2.4. Prepares and conducts staff performance reviews with input from Department Chairs, Graduate Program Directors, and faculty
  - 2.3.1.3.2.3.2.4.1. Maintains personnel files for divisional staff and faculty.
- 2.3.1.3.2.3.3. Manages the divisional schedule and course offerings in collaboration with the Associate Provost:
  - 2.3.1.3.2.3.3.1. Prepares class schedules to ensure:
    - 2.3.1.3.2.3.3.1.1. Adequate spread of classes;
    - 2.3.1.3.2.3.3.1.2. Adequate coverage of major and Sophia course requirements;
    - 2.3.1.3.2.3.3.1.3. Correct loading of faculty;
    - 2.3.1.3.2.3.3.1.4. In consultation with department faculty, identifies and hires part time faculty as needed.
  - 2.3.1.3.2.3.3.2. Monitors schedules during the advising period to make adjustments based on enrollments in collaboration with the

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<sup>2</sup> Pre-tenure faculty currently in the pipeline will continue to be evaluated by Department Chairs.

Associate Provost, Dean of Student Academic Services, and Director of Academic Advising and Registrar.

- 2.3.1.3.2.3.3.3. Budgets, identifies, and requests part-time faculty as needed in consultation with the Associate Provost.
- 2.3.1.3.2.3.3.4. Gathers and submits bulletin copy, advising guide material, and similar documents as needed in collaboration with Department Chairs, Graduate Program Directors, and Program Directors.
- 2.3.1.3.2.3.3.5. Coordinates communication with MarCom, Admission, and Advancement Services to promote the programs in the division.
- 2.3.1.3.2.3.4. Leads the planning, assessment, and curriculum development within the division:
  - 2.3.1.3.2.3.4.1. Leads the division in the development of a strategic plan that is in alignment with that of the College and those of other units;
  - 2.3.1.3.2.3.4.2. Interfaces with the Provost and relevant committees as needed on behalf of faculty members/departments when developing or revising academic programs (in conjunction with the Department Chair and Graduate Program Director);
  - 2.3.1.3.2.3.4.3. Works with departments and programs to implement ongoing assessment work in consultation with the Associate Provost and uses the results for program improvement;
  - 2.3.1.3.2.3.4.4. Works with division members to assess the viability of degree programs.
- 2.3.1.3.2.3.5. Provides overall management of budgets:
  - 2.3.1.3.2.3.5.1. Manages part time faculty budget within the division in collaboration with the Associate Provost;
  - 2.3.1.3.2.3.5.2. Submits annual operating departmental budgets to Provost in consultation with Department Chairs, Graduate Program Directors, and faculty;
  - 2.3.1.3.2.3.5.3. Submits capital, IT, and “non-capital capital” requests to the Provost in consultation with Department Chairs, Graduate Program Directors, and faculty;
  - 2.3.1.3.2.3.5.4. Provides oversight to the management of the departmental operating budgets and restricted funds.

2.3.1.3.2.3.6. Provides logistical support and advocacy for divisional programs:

- 2.3.1.3.2.3.6.1. Ensures institutional support is provided as needed for external accreditation work;
- 2.3.1.3.2.3.6.2. Provides advocacy/support for addressing issues raised by those responsible for specialized facilities and equipment managed within the division;
- 2.3.1.3.2.3.6.3. Works with IT, Building Services, Facilities, and other campus entities to ensure timely acquisition/service (e.g. office preparation for new faculty and staff) and address emergency situations.

2.3.1.3.3. DEPARTMENT CHAIR and GRADUATE PROGRAM DIRECTOR

2.3.1.3.3.1. APPOINTMENT. A Department Chair and/or Graduate Program Director is appointed by the President upon the recommendation of the Provost and the Associate Provost after consultation with the members of the department. The appointment is for three years and may be extended for successive years.

2.3.1.3.3.2. TERMS. A Chair holds this position at the discretion of the President and the Provost. The Chair reports directly to the Division Director.

2.3.1.3.3.3. AUTHORITY AND RESPONSIBILITY. The Department Chair and Graduate Program Director are responsible for:

2.3.1.3.3.3.1. Manages advising in the department:

- 2.3.1.3.3.3.1.1. Assigns advisors and ensures the advising and registration of students who major and minor in departmental programs;
- 2.3.1.3.3.3.1.2. Implements the review and approval of transfer students in the major in collaboration with Student Academic Services (SAS) advising staff;
- 2.3.1.3.3.3.1.3. Oversees the review of Formal Petitions to Major and Degree Petitions;
- 2.3.1.3.3.3.1.4. Oversees the submission of individual waivers, learning contracts for research and independent study courses, and substitutions within the major or minor;
- 2.3.1.3.3.3.1.5. Oversees the maintenance of student major and minor files;
- 2.3.1.3.3.3.1.6. Oversees the senior comprehensives including scheduling, collecting faculty feedback, and grade reporting;

- 2.3.1.3.3.3.1.7. Mediates faculty-student issues (in including cases of academic dishonesty and personality conflicts).
- 2.3.1.3.3.3.2. Collaborates with department faculty, Division Director, and appropriate committees as needed for the department's oversight of its curricula with regard to:
  - 2.3.1.3.3.3.2.1. Courses (added, removed, and modified) within the department;
  - 2.3.1.3.3.3.2.2. New program development;
  - 2.3.1.3.3.3.2.3. Program revision;
  - 2.3.1.3.3.3.2.4. Bulletin edits;
  - 2.3.1.3.3.3.2.5. Sophia certifications.
- 2.3.1.3.3.3.3. Proposes department schedule to Division Director:
  - 2.3.1.3.3.3.3.1. Resolves schedule conflicts with other departments;
  - 2.3.1.3.3.3.3.2. Delineates room assignments preferences.
- 2.3.1.3.3.3.4. Represents department needs and interests:
  - 2.3.1.3.3.3.4.1. Alerts Division Director and arranges for consultation between Division Director and department faculty regarding potential need for faculty and staff positions;
  - 2.3.1.3.3.3.4.2. Ensures department/program representation at official functions of the College (such as Admission events);
  - 2.3.1.3.3.3.4.3. Manages departmental operating budgets and all restricted funds within the department;
  - 2.3.1.3.3.3.4.4. In consultation with the Division Director, addresses facilities issues as they relate to departmental needs.
- 2.3.1.3.3.3.5. Mentors and supports pre-tenure faculty:
  - 2.3.1.3.3.3.5.1. Specifically works with new faculty on teaching matters, including the interpretation of course evaluations;
  - 2.3.1.3.3.3.5.2. Provides formative evaluation of classroom instruction;
  - 2.3.1.3.3.3.5.3. Makes recommendations for the promotion and tenure of *current* departmental pre-tenure faculty in consultation with faculty in the candidate's department and in accordance with the procedures described in the *Governance Manual*; *at the discretion of the candidate*, representation before the Rank and Tenure Committee may be delegated to the

Department Chair or may be provided by the Division Director<sup>3</sup>; this responsibility will be phased out as new faculty are hired.

2.3.1.3.3.3.5.4. Represents candidates before the Rank and Tenure Committee at the request of a candidate.

2.3.1.3.3.3.6. Department administration:

2.3.1.3.3.3.6.1. Calls department meetings and oversees record keeping (agenda and minutes);

2.3.1.3.3.3.6.2. Manages program review, and external accreditation in collaboration with departmental faculty;

2.3.1.3.3.3.6.3. Writes annual recruiting letters and thank you letters to donors.

#### 2.3.1.3.4. DIRECTORS AND COORDINATORS OF THE INTERDISCIPLINARY PROGRAMS

The Engineering Coordinator, the Film Studies Coordinator, the Director of Justice Studies, the Intercultural Studies Coordinator, the Director of the Writing Center, and the Director of the Writing Proficiency Program are appointed by the Associate Provost and report to him/her or her/his designee.

#### 2.3.1.3.5. DIRECTOR FOR THE CENTER FOR ACADEMIC INNOVATION

Information regarding the director's responsibilities is contained in a job description available in the Office of Human Resources.

#### 2.3.1.3.6. DEAN OF STUDENT ACADEMIC SERVICES

2.3.1.3.6.1. APPOINTMENT. The Dean of Student Academic Services is appointed by the President upon the recommendation of the Provost and holds office at the discretion of the President.

2.3.1.3.6.2. AUTHORITY AND RESPONSIBILITY. The Dean of Student Academic Services:

2.3.1.3.6.2.1. Leads Student Academic Services in developing a unit mission statement/strategic plan that is in alignment with that of the College.

2.3.1.3.6.2.2. Serves as the administrator of the unit and leads the efforts of the unit in planning, developing, and maintaining outstanding staff and programs.

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<sup>3</sup> Pre-tenure faculty currently in the pipeline will continue to be evaluated by Department Chairs.

- 2.3.1.3.6.2.3. Coordinates and promotes collaboration across the offices of the Student Academic Services unit, faculty, and other College units.
- 2.3.1.3.6.2.4. Coordinates with Institutional Research to assess effectiveness of unit goals and outcomes as well as to make data-informed decisions.
- 2.3.1.3.6.2.5. Oversees academic matters of all students with regard to academic advising, academic policies, and academic progress.
- 2.3.1.3.6.2.6. Promotes, ensures effectiveness, and collaborates with all appropriate parties to oversee the academic success, retention, and career advising of all students across all of their undergraduate years.
- 2.3.1.3.6.2.7. Oversees accommodations for students with disabilities.
- 2.3.1.3.6.2.8. Chairs the Academic Standards Committee.
- 2.3.1.3.6.2.9. Collaborates with academic administrators to coordinate Sophia Program course offerings.
- 2.3.1.3.6.2.10. Serves on the Curriculum Committee, Sophia Program Oversight Committee, Writing Proficiency Program Committee, and other committees/councils designated by the Provost.
- 2.3.1.3.6.2.11. Represents the College at designated functions as requested by the Provost.
- 2.3.1.3.6.2.12. Participates and serves as part of the Academic Affairs Division while leading initiatives as determined by the Provost.
- 2.3.1.3.6.2.13. Performs other duties as designated by the Provost.

#### 2.3.1.3.7. DIRECTOR OF ACADEMIC ADVISING AND REGISTRAR

- 2.3.1.3.7.1. APPOINTMENT. The Director of Academic Advising and Registrar is appointed by the President upon the recommendation of the Provost and holds office at the discretion of the President.
- 2.3.1.3.7.2. AUTHORITY AND RESPONSIBILITY. The Director of Academic Advising and Registrar:
  - 2.3.1.3.7.2.1. Is responsible for ensuring student academic issues are addressed;
  - 2.3.1.3.7.2.2. Is available to students to assist them with such matters as course loads, withdrawals, registration changes, academic counseling, excused absences, and handles correspondence relative to their academic programs;

- 2.3.1.3.7.2.3. Coordinates summer registration for first-year students;
- 2.3.1.3.7.2.4. Prepares Academic Guide for First-Year Students;
- 2.3.1.3.7.2.5. Works with the Associate Dean of Students to develop aspects of orientation related to academic matters;
- 2.3.1.3.7.2.6. Works with Associate Dean of Students to develop an academic advising program for first year students;
- 2.3.1.3.7.2.7. Advises faculty and staff (as needed) on curricular needs of all students;
- 2.3.1.3.7.2.8. Advises students about all degrees and major programs and monitors registration;
- 2.3.1.3.7.2.9. Tracks course offerings within the Sophia Program to ensure a suitable number of courses are available for each requirement;
- 2.3.1.3.7.2.10. Liaises with Office of Admission concerning transfer students;
- 2.3.1.3.7.2.11. Liaises with CWIL concerning course equivalencies on study abroad programs;
- 2.3.1.3.7.2.12. Oversees clearance of seniors for graduation;
- 2.3.1.3.7.2.13. Is responsible for creation and maintenance of all Banner processes relating to student records, registration, graduation, grading, and other office responsibilities;
- 2.3.1.3.7.2.14. Retains all records of change of status with accompanying explanation, and ensures that legal and accreditation requirements and standards are upheld in the maintenance and use of such records. Is specifically responsible for providing training and consultation, as needed, regarding FERPA compliance;
- 2.3.1.3.7.2.15. Provides reports using Banner Student Records to National Student Clearing House;
- 2.3.1.3.7.2.16. Ensures the Edit/Update of the College Bulletin;
- 2.3.1.3.7.2.17. Works with Institutional Research as needed;
- 2.3.1.3.7.2.18. Serves on Admissions and Scholarship Committee, Sophia Program Oversight Committee, and Curriculum Committee;
- 2.3.1.3.7.2.19. Represents the College at designated functions as part of the Academic Division;
- 2.3.1.3.7.2.20. Additional duties as assigned by the Dean of Student Academic Services.

### 2.3.1.3.8. DIRECTOR OF THE CAREER CROSSINGS OFFICE

2.3.1.3.8.1. APPOINTMENT. The Director of the Career Crossings is appointed by the President upon the recommendation of the Provost and holds office at the discretion of the President.

2.3.1.3.8.2. AUTHORITY AND RESPONSIBILITY. The Director of the Career Crossings Office:

- 2.3.1.3.8.2.1. directs and evaluates career counseling and the on-campus recruiting and career services program;
- 2.3.1.3.8.2.2. prepares and administers the Career Crossing Office budget;
- 2.3.1.3.8.2.3. develops workshops and programs to assist students in making a successful transition into the workplace or graduate school, or interested in pursuing a liberal arts internship;
- 2.3.1.3.8.2.4. maintains the Career Resource Center, the Alumnae Resource Network (ARN) and Go Belles, a web-based job-vacancy and résumé referral system;
- 2.3.1.3.8.2.5. serves as consultant to faculty, administration, staff, and parents on the career development of students;
- 2.3.1.3.8.2.6. supplies information to the College regarding career development matters;
- 2.3.1.3.8.2.7. provides individual and group counseling for students with career concerns;
- 2.3.1.3.8.2.8. supervises the development of the career exploration program;
- 2.3.1.3.8.2.9. represents the College in appropriate professional associations;
- 2.3.1.3.8.2.10. serves on the College committees and councils as appointed;
- 2.3.1.3.8.2.11. performs other duties as requested by the Dean of Student Academic Services.

### 2.3.1.3.9. DIRECTOR OF STUDENT SUCCESS

Information regarding the director's responsibilities is contained in a job description available in the Office of Human Resources.

### 2.3.1.3.10. DIRECTOR OF ACCESSIBILITY RESOURCES OFFICE

Information regarding the director's responsibilities is contained in a job description available in the Office of Human Resources.

### 2.3.1.3.11. DIRECTOR OF THE CUSHWA-LEIGHTON LIBRARY (dual report to the Provost and Chief Information Officer)

- 2.3.1.3.11.1. APPOINTMENT. The Director of the Cushwa-Leighton Library is appointed by the President upon the recommendation of the Provost and Chief Information Officer after consultation with the library faculty. The Director holds a faculty appointment and holds office as Director at the discretion of the President.
- 2.3.1.3.11.2. AUTHORITY AND RESPONSIBILITY. The Director of the Cushwa-Leighton Library:
- 2.3.1.3.11.2.1. Supervises the administration of library, including investigation of administrative problems and seeking solutions, hiring, evaluating, and supervising staff, and calling and chairing meetings with members of the library staff.
  - 2.3.1.3.11.2.2. Makes recommendation for appointment and tenure of professional librarians according to the procedures described in sections of the Governance Manual dealing with Appointments.
  - 2.3.1.3.11.2.3. Reports to the Committee on Rank and Tenure on the performance of faculty librarians and shares with the individual faculty observations based on that meeting while protecting the confidentiality of the Committee on Rank and Tenure.
  - 2.3.1.3.11.2.4. Oversees all planning for the library; initiates and supports new library activities.
  - 2.3.1.3.11.2.5. Oversees library endowments and other restricted funds.
  - 2.3.1.3.11.2.6. Determines major supplies and equipment to be purchased.
  - 2.3.1.3.11.2.7. In consultation with library staff, plans, justifies, executes, and controls the budget.
  - 2.3.1.3.11.2.8. Serves as chair of the Library Committee (see below).
  - 2.3.1.3.11.2.9. Coordinates the services of the College library.
  - 2.3.1.3.11.2.10. In consultation with library staff, supervises the purchasing, cataloging, and preparing for circulation all library holdings including the supervision or the work programs for all related professional staff and clerical staff.
  - 2.3.1.3.11.2.11. In consultation with library staff, takes reasonable precaution for the preservation and safeguarding of all books, documents, equipment, and other library property.
  - 2.3.1.3.11.2.12. Reviews policy formulation for book, periodical, audio-visual, and electronic resource selections, and reviews all orders, in coordination with the Collections and Electronic Resources Librarian.

- 2.3.1.3.11.2.13. Acknowledges book donations and works with the College Development Office to establish and maintain relationships with donors to library endowments.
  - 2.3.1.3.11.2.14. Reviews materials for discard and replacement in coordination with the Collections and Electronic Resources Librarian.
  - 2.3.1.3.11.2.15. In collaboration with College Archivist, oversees and makes decisions about the College archives.
  - 2.3.1.3.11.2.16. Determines records, statistics, and forms required and prepares reports for departments and outside agencies.
  - 2.3.1.3.11.2.17. Handles library-related correspondence.
  - 2.3.1.3.11.2.18. Attends professional meetings of professional organizations (e.g., the American Library Association, Association of College and Research Libraries, etc.) as appropriate.
  - 2.3.1.3.11.2.19. Represents the library with Academic Libraries of Indiana Board of Directors and the PALNI (Private Academic Library Network of Indiana) Consortium.
  - 2.3.1.3.11.2.20. Represents the library at official functions of the College.
  - 2.3.1.3.11.2.21. Directs maintenance of building and equipment.
  - 2.3.1.3.11.2.22. Manages use of library facility and participates in discussions related to library space allocations.
  - 2.3.1.3.11.2.23. Performs other duties as requested by the Provost and Chief Information Officer.
- 2.3.1.3.11.3. LIBRARY COMMITTEE (Reports to the Director of the Library)
- 2.3.1.3.11.3.1. MEMBERSHIP. The Library Committee consists of Director of the Cushwa-Leighton Library; six faculty elected through the Academic Leadership Council, at least one of which must be from the library; and two students selected according to the procedures outlined in the Student Government Association Constitution. The Director of the Library serves as Chair.
  - 2.3.1.3.11.3.2. RESPONSIBILITY
    - 2.3.1.3.11.3.2.1. makes policy recommendations for the improvement of library services;
    - 2.3.1.3.11.3.2.2. studies and makes recommendations for the acquisition and placement of library materials;

2.3.1.3.11.3.2.3. advises on the policies relative to the use of the library and its materials.

2.3.1.3.12. DIRECTOR OF THE CENTER FOR WOMEN'S INTERCULTURAL LEADERSHIP

2.3.1.3.12.1. APPOINTMENT. The Director of the Center for Women's Intercultural Leadership is appointed by the President upon the recommendation of the Provost after appropriate consultation with the faculty and holds office at the discretion of the President.

2.3.1.3.12.2. AUTHORITY AND RESPONSIBILITY. The Director of the Center for Women's Intercultural Leadership:

2.3.1.3.12.2.1. oversees the interests of the components of CWIL (Global Education, Leadership Education, Research & Scholarship, and the Women's Entrepreneurship Initiative);

2.3.1.3.12.2.2. manages the budget and finances of the Center;

2.3.1.3.12.2.3. provides general supervision to the staff and administrators within the Center;

2.3.1.3.12.2.4. represents CWIL at official campus functions;

2.3.1.3.12.2.5. serves on the President's Council on Inclusivity and Multicultural Diversity; and

2.3.1.3.12.2.6. performs other duties as requested by the Provost.

2.3.1.4. COMMITTEES OF THE PROVOST OR ASSOCIATE PROVOST

2.3.1.4.1. INSTITUTIONAL REVIEW BOARD (IRB) (reports to the Provost)

2.3.1.4.1.1. MEMBERSHIP The Institutional Review Board consists of faculty members who are knowledgeable about the experimental design, at least one each from the Social Sciences and the natural Sciences; one from a graduate program, at least one member of the faculty at large who is not a scientist; one representative from the Student Affairs Division; one person from outside the institution whose training or profession is relevant; at least one member of the College administration; one discretionary consultant (non-voting) who may be invited for clarification.

2.3.1.4.1.1.1. IRB Chair, who must be a tenured member of the faculty, will be selected by the committee. Faculty members and administrators are nominated by the continuing members of the IRB subject to appointment by the Provost. One faculty at large will be elected by the Faculty. Outside members and consultants are nominated by the IRB subject to appointment by the Provost. While there are no fixed terms on the IRB, appointments should be made to insure both continuity and refreshed membership. In compliance with

federal regulations, the IRB will not be single sex (all male or all female) in compositions. If a member of IRB is involved in the research proposal under review, she or he will absent her/himself from the deliberations. Four members from the institution and one outside member are required for full committee reviews. All members of the IRB must undergo designated training.

#### 2.3.1.4.1.2. RESPONSIBILITY

##### 2.3.1.4.1.2.1. The Institutional Review Board:

- 2.3.1.4.1.2.1.1. Reviews, approves, or rejects, requires modifications, and monitors all research involving human participants conducted at Saint Mary's College, or by Saint Mary's student or personnel.
- 2.3.1.4.1.2.1.2. Ensures that information given to participants as informed consent is in accord with federal guidelines.
- 2.3.1.4.1.2.1.3. Approves continuing research projects if a project lasts more than one year and more frequently if needed.
- 2.3.1.4.1.2.1.4. Reviews and approves all previously approved research when there are changes in the research protocol and deemed necessary by the investigator.
- 2.3.1.4.1.2.1.5. Informs investigators and the Provost of decisions. In case of rejection of a research activity, the IRB shall include in its written response the reasons for this decision, and allow the investigator to respond in person or in writing.
- 2.3.1.4.1.2.1.6. Maintains a file of active and past approved and rejected research proposals along with sample consent forms, progress reports, and reports of injuries. All applications and decisions reached on those applications must be kept for a minimum of three years. These files shall be open to inspection by IRB members and appropriate members of Saint Mary's College Administration.
- 2.3.1.4.1.2.1.7. Suspends or terminates approval of research that is not being conducted in accordance with the IRB's requirements or that has been associated with unexpected serious harm to participants. If needed, a representative from Student Affairs may be brought in for consultation. Such termination must be communicated, with reasons, to the investigator and the Provost.

2.3.1.4.1.2.1.8. Keeps minutes of IRB meetings that include records of attendance, actions taken, the vote on each proposal, the basis for requiring changes in or approving research, and a written summary of the discussion of controversies and their resolutions.

2.3.1.4.1.2.1.9. Provide education and consults upon requests from faculty.

2.3.1.4.1.2.2. The Chair:

2.3.1.4.1.2.2.1. Keeps files on all submitted proposals and records of the decisions made on those proposals.

2.3.1.4.1.2.2.2. Notifies in writing to the Provost and the investigator of the decisions of the IRB and maintains files of such notifications.

2.3.1.4.1.2.2.3. Notifies faculty semi-annually of IRB guidelines.

2.3.1.4.1.2.2.4. Organizes meetings and sets the agenda for meetings.

2.3.1.4.1.2.3. The Investigator:

2.3.1.4.1.2.3.1. The IRB requires all investigators to conduct themselves in a manner that considers the welfare of the participant before the research project. The faculty member will be the principal investigator of any student research. Investigators must be familiar with and behave consistent with federal and professional guidelines pertaining to human research.

Before undertaking the project the investigator will:

1. Carefully read the instruction on the requirements for informed consent, and the definitions of the appropriate levels of review;
2. Carefully, thoroughly, accurately complete the appropriate forms;
3. Submit documentation of training or education pertaining to ethics and responsible conduct of research with human participants;
4. Submit proposals for full committee review ten days before the regularly scheduled meeting of the IRB and before initiating the project. The investigator must submit the proposal to the Chair of the IRB for distribution to the full IRB.
5. Is the principal investigator of any student research.

After receiving IRB approval the investigator will:

6. Adhere to the protocol described in the approval proposal;
7. Obtain a signed consent form for each individual participant in the study;
8. Maintain records of consent forms;
9. Resubmit to the IRB for approval any deviations from the approved protocol;
10. Submit annually for review any continuing projects;

If, during the course of the research the investigator has any evidence that participants have in any way been harmed as a direct consequence of their participation, or that participation functioned as a contributing fact in producing the harm, or for any other reason, that investigator must:

1. Take immediate measures to prevent further harm and seek assistance as needed;
2. Notify the Provost and the Chair of the IRB immediately irrespective of the incident. The Provost or the Chair of the IRB may subsequently solicit assistance from appropriate personnel;
3. Continue to monitor the participants as necessary;
4. Stop data collection from the participants in question and postpone all activities associated with the research project.
5. Seek consultation with the IRB as to the continuation of the project.

The principal investigator must keep all research records for a minimum of three years or per federal guidelines. In the case of research involving minors, records must be maintained until those participants reach the age of majority plus two additional years or per federal guidelines. These files should be available for inspection by the IRB or by an administrative person evaluating the IRB.

2.3.1.4.1.2.4. The Supervisor - In the event that a student is a co-investigator, the faculty member is considered the principal investigator and must actively supervise the research and maintain a written record of that supervision.

2.3.1.4.1.2.5. The Institution – The Provost will conduct an annual review of the entire program to insure that proper quality assurance and risk management procedures are being followed.

### 2.3.1.4.1.3. PROCEDURES

2.3.1.4.1.3.1. The full IRB will meet regularly in the fourth and eleventh week of each semester during which time the IRB will review proposals requiring full review and update the files of currently active projects and review new proposals.

2.3.1.4.1.3.2. There will be three levels of review:

2.3.1.4.1.3.2.1. Projects submitted for basic review will be reviewed by one member of the IRB.

2.3.1.4.1.3.2.2. Projects submitted for expedited review will be reviewed by two members of the IRB. In the event those members feel the proposal should receive full review, the investigator will be informed, and the proposal will be put on the agenda for the next full committee review.

2.3.1.4.1.3.2.3. Proposals requiring full committee review will be reviewed at the regular meetings of the committee. All research involving minors is subject to a full review.

2.3.1.4.1.3.3. Full review requires a quorum of five members, one of whom must be the outside member.

2.3.1.4.1.3.4. If approval is denied, the investigator will be given written feedback on the specific reasons for denial and the investigator will be given an opportunity to respond in person or in writing.

2.3.1.4.1.3.5. The IRB is the only body that can approve research proposals.

2.3.1.4.1.3.6. The Provost's Office of Saint Mary's may also review and disapprove any research proposal that has been passed by the IRB. They may not approve any research that has been rejected by the IRB.

2.3.1.4.2. TEACHING, LEARNING, AND TECHNOLOGY ROUNDTABLE (TLTR) (reports to the Provost)

2.3.1.4.2.1. MEMBERSHIP – The Teaching, Learning, and Technology Roundtable reports to the Provost and is open to any member of the Saint Mary's community interested in instructional technology. The representative standing membership, or Steering Committee, consists of: the Provost, the Chief Information Officer, the Director of the Center for Academic

Innovation, the Director of the Library (or other Librarian representative), one Computer Science faculty member from the Mathematics Department, the Director of Instructional Technology and Director of Distance Education, the Director of Instructional Technologies and Support for Graduate Program, a representative from the Graduate Program Committee, and three faculty members elected by the Faculty, and a representative from the Student Government Association. A Chair is elected by the Steering Committee from among its representative standing membership.

Typically, the group operates by discussion and reaching consensus. However, if during any meeting or discussion of the TLTR the Chair feels there is a need for a vote on an issue, the Steering Committee has voting authority.

#### 2.3.1.4.2.2. RESPONSIBILITY – The Teaching, Learning, and Technology Roundtable:

2.3.1.4.2.2.1. advises the College on the teaching and learning technology vision and initiatives at Saint Mary's College and assesses the implementation of those initiatives and the effectiveness of efforts to realize it;

2.3.1.4.2.2.2. studies and recommends the acquisition and placement of information technologies for teaching and learning purposes;

2.3.1.4.2.2.3. reviews proposals, makes recommendations, and advises the Provost and Chief Information Officer on how information technology can be linked with curricular, budgetary, and facilities planning;

2.3.1.4.2.2.4. forms a subcommittee reporting to the Associate Provost to assess classroom needs of all types and recommends classroom improvements.

#### 2.3.1.4.3. THE STEERING COMMITTEE OF THE WRITING PROFICIENCY PROGRAM (reports to the Associate Provost)

2.3.1.4.3.1. MEMBERSHIP – The Steering Committee of the Writing Proficiency Program consists of the Director and Assistant Director of the Writing Proficiency Program, a maximum of five prior directors, the Director of the Writing Center, . The Dean of Student Academic Services and four faculty members will serve staggered three-year terms (ordinary members).

2.3.1.4.3.2. RESPONSIBILITY – The Steering Committee of the Writing and Proficiency Program:

- 2.3.1.4.3.2.1. nominates the ordinary members as openings arise;
- 2.3.1.4.3.2.2. makes policy decisions congruent with the philosophy and goals of the Writing Proficiency Program;
- 2.3.1.4.3.2.3. forwards to the appropriate curricular or academic committees of the College its recommendations for policy or other changes;
- 2.3.1.4.3.2.4. receives recommendations for changes in the Writing Proficiency Program from members of the Writing Proficiency Committee and from the larger academic community;
- 2.3.1.4.3.2.5. approves or disapproves exceptions to the transfer-student portfolio review policy administered by the Director of Academic Advising and Registrar;
- 2.3.1.4.3.2.6. serves as reviews for students who appeal the decision to deny the W;
- 2.3.1.4.3.2.7. keeps the Associate Provost informed about the Writing Proficiency Program's current policies and procedures.

2.3.1.4.4. WRITING PROFICIENCY COMMITTEE (reports to the Associate Provost)

2.3.1.4.4.1. MEMBERSHIP – The Writing Proficiency Committee consists of past and current teachers of W courses, those planning to teach a course, the Director and Assistant Director of the Writing Proficiency Program, the Director of the Writing Center, the Director of Academic Advising and Registrar, and the Dean of Student Academic Services.

2.3.1.4.4.2. RESPONSIBILITY – The Writing Proficiency Committee

- 2.3.1.4.4.2.1. staffs W courses in sufficient numbers to provide instruction for all students who need W certification;
- 2.3.1.4.4.2.2. participates as readers in the Portfolio review;
- 2.3.1.4.4.2.3. evaluates portfolios of transfer students;
- 2.3.1.4.4.2.4. reads entries submitted for the Writing Proficiency Program essay contest.

2.3.1.4.5. CENTER FOR ACADEMIC INNOVATION GRANTS COMMITTEE (reports to the Associate Provost)

2.3.1.4.5.1. MEMBERSHIP – The Center for Academic Innovation (CAI) Grants Committee consists of the Director of the CFAI, who serves as chair; and five faculty members elected by the Faculty: one from the area of Fine Arts (Art, Music, Communication, Dance, Theater, or Physical Education), one from the Sciences (Biology, Chemistry, Physics, Nursing, or Mathematics), one from Social Sciences (Psychology, Political Science, Sociology, Anthropology, Social Work, Business Administration, Economics, or Education), and two from the Humanities (one from Religious Studies, Philosophy, History, or Humanistic Studies, and one from English or Modern Languages). The normal term of appointment for faculty members is three years. During SSTAR deliberations, the Committee will also include two students chosen from and by the Student Academic Council. The student members may not be current applicants for SSTAR grants. The Committee on Committees of the Academic Leadership Council provides for the orderly rotation of the faculty members so that no more than two of the members' terms expire in the same year. Members of the CFAI grants Committee having a conflict of interest must withdraw from the committee; replacements are appointed by the Executive Committee of the Academic Leadership Council. The replacement must represent the same general academic area as the person who withdraws.

2.3.1.4.5.2. RESPONSIBILITY – The CFAI Grants Committee:

- 2.3.1.4.5.2.1. reviews the guidelines and forms used by the Committee;
- 2.3.1.4.5.2.2. distributes the guidelines and application forms to all full-time faculty in a timely fashion;
- 2.3.1.4.5.2.3. reviews applications and determines awards;
- 2.3.1.4.5.2.4. receives reports on the activity from award recipients.

2.3.1.4.5.3. PROCEDURES

- 2.3.1.4.5.3.1. DEADLINES Deadlines are listed at the CFAI web site for each of the grants.
- 2.3.1.4.5.3.2. ELIGIBILITY

2.3.1.4.5.3.2.1. Only full-time faculty and part-time faculty who have taught a minimum of five semesters are eligible.

2.3.1.4.5.3.2.2. Faculty of all ranks from all departments are encouraged to apply.

2.3.1.4.5.3.2.3. Former recipients may apply. Only if the Committee must choose between two applications of equal merit will it prefer the applicant who has not received an award in the recent past.

2.3.1.4.5.3.2.4. A member of the Committee may apply, vacating automatically his or her seat on the selection committee.

2.3.1.4.5.3.2.5. Persons on terminal contracts are not eligible.

2.3.1.4.5.3.2.6. Grants are intended to assist faculty members in pursuing their professional development as teachers and scholars. An award cannot be used for degree completion.

#### 2.3.1.4.5.3.3. RESPONSIBILITIES OF THE RECIPIENT

2.3.1.4.5.3.3.1. The funds must (normally) be used during the fiscal year immediately following that in which the awards are made.

2.3.1.4.5.3.3.2. Recipients must file a written report with the Associate Provost, sending a copy to the Chair of the CFAI Grants Committee via the Center for Academic Innovation within nine (9) months after the proposed beginning date of the project. This report must specify how the funds were spent and indicate what the recipient accomplished.

2.3.1.4.5.3.3.3. The financial support of Saint Mary's College must be acknowledged in any published report, article, exhibit, etc., stemming from activities supported by an award.

2.3.1.4.6. ADVISORY COMMITTEE ON GLOBAL EDUCATION (reports to the Director of CWIL) – The Advisory Committee on Intercultural Education guides decisions and directions of the international and intercultural education at Saint Mary's.

2.3.1.4.6.1. MEMBERSHIP – The Advisory Committee on Global Education consists of a campus administrator, two elected faculty representatives, the faculty coordinator of study abroad programs, a faculty coordinator of

short-term study abroad programs, a student representative, the CWIL Associate Director for Global Education, and the CWIL Director.

2.3.1.4.6.2. RESPONSIBILITY – The Advisory Committee on Global Education:

- 2.3.1.4.6.2.1. reviews proposals for new Saint Mary's College off-campus intercultural programs or affiliations (in conjunction with the Curriculum Committee as laid out in the policy for approval of such programs;
- 2.3.1.4.6.2.2. reviews proposals for CWIL study and travel grants and departmental materials grants;
- 2.3.1.4.6.2.3. advises on policy recommendations for and overall direction of Saint Mary's College global education and for faculty development to support it across the curriculum.

2.3.1.4.7. ADVISORY COMMITTEE FOR CWIL SCHOLARSHIP (reports to the Director of CWIL) – The Advisory Committee for CWIL Scholarship offers counsel to CWIL regarding faculty travel grants, co-sponsorships, speaker's bureau and educational programs.

2.3.1.4.7.1. MEMBERSHIP – The Advisory Committee for CWIL Scholarship consists of two elected faculty representatives, appointed faculty representatives from Justice Studies, Gender and Women's Studies, and Intercultural Studies, a faculty/staff member from the Cushwa-Leighton Library, the Director of the Center for Academic Innovation, a student representative, and the CWIL Director.

2.3.1.4.7.2. RESPONSIBILITY – The Advisory Committee for CWIL Scholarship:

- 2.3.1.4.7.2.1. reviews and approves faculty travel grants;
- 2.3.1.4.7.2.2. reviews and approves group travel grants;
- 2.3.1.4.7.2.3. advises CWIL Director and staff on speakers and visiting scholars;
- 2.3.1.4.7.2.4. advises CWIL Director on the Status of Girls project

2.3.1.5. VICE PRESIDENT FOR MISSION

- 2.3.1.5.1. APPOINTMENT – The Vice President for Mission is mutually selected by the President of the Congregation and the President of the College. Appointment is made by the President of the College. The Vice President for

Mission holds office at the discretion of the President of the Congregation and the President of the College.

- 2.3.1.5.2.        **AUTHORITY AND RESPONSIBILITY** – The Vice President for Mission is directly responsible to the President of the College. The Vice President for Mission:
- 2.3.1.5.2.1. assists the members of the College community to learn about the Congregation of the Sisters of the Holy Cross and its history and tradition as they relate to Saint Mary's College;
  - 2.3.1.5.2.2. guides process that enable the Board of Trustees, administration, staff, faculty, and students to understand the mission and philosophy of the College and their responsibility for its implementation;
  - 2.3.1.5.2.3. ensures that the mission and values of the College, which have been determined by the Board of Trustees are in harmony with the tradition of the Catholic Church and the mission of the Sisters of the Holy Cross;
  - 2.3.1.5.2.4. assists the President and exercises collaborative leadership in the process of mission integration at Saint Mary's College as an expression of and participation in the Catholic educational ministry of the Sisters of the Holy Cross;
  - 2.3.1.5.2.5. develops and chairs the Mission Council of the College which is designed to coordinate mission activities;
  - 2.3.1.5.2.6. ensures that there are objectives and programs to implement the mission and values of the College;
  - 2.3.1.5.2.7. encourages the integration of mission and values in the processes of strategic planning, budgeting, marketing, policy, and decision making;
  - 2.3.1.5.2.8. guides the process of mission effectiveness assessment;
  - 2.3.1.5.2.9. plans an annual information meeting of the leadership of the Congregation (General Council), leadership of the College Board, and Administrative Officers about matters related to the College and the Congregation;
  - 2.3.1.5.2.10.        establishes and maintains relationships with the mission offices and mission officers of other Catholic institutions of higher education and of other Holy Cross sponsored institutions;

- 2.3.1.5.2.11. fosters a climate for interpretation and integration of the mission and values in all sectors of the College, serves on the PCIMD;
  - 2.3.1.5.2.12. collaborates with the President to promote and enhance the mission of the College;
  - 2.3.1.5.2.13. serves as advisor of the Board of Trustees Committee on Mission Fulfillment for AY '22 (also known as Mission Committee); and
  - 2.3.1.5.2.14. performs other duties requested by the President.
- 2.3.1.5.3. DIVISION FOR MISSION ADMINISTRATORS – The following Mission Services Administrators report to and are immediately responsible to the Vice President for Mission. Information regarding their responsibilities is contained in job descriptions available in the Human Resources Office.
- 2.3.1.5.3.1. DIRECTOR OF THE CENTER FOR SPIRITUALITY
  - 2.3.1.5.3.2. DIRECTOR OF CAMPUS MINISTRY
  - 2.3.1.5.3.3. DIRECTOR OF THE OFFICE FOR COMMON GOOD
- 2.3.1.5.4. COMMITTEES OF THE VICE PRESIDENT FOR MISSION
- 2.3.1.5.4.1. MISSION COUNCIL
    - 2.3.1.5.4.1.1. MEMBERSHIP – The Mission Council consists of representatives from all campus constituencies and two elected faculty members. The Vice President for Mission serves as chair.
    - 2.3.1.5.4.1.2. RESPONSIBILITY – The Mission Council:
      - 2.3.1.5.4.1.2.1. assists members of the College community to learn about the Congregation of the Sisters of the Holy Cross and its history and tradition as they relate to the College;
      - 2.3.1.5.4.1.2.2. guides process that enable College constituencies to understand the mission of the College;
      - 2.3.1.5.4.1.2.3. ensures that there are objectives and programs to implement the missions and values of the College;

- 2.3.1.5.4.1.2.4. encourages the integration of missions and values in the processes of strategic planning, budgeting, marketing, policy, and decision-making;
- 2.3.1.5.4.1.2.5. fosters a climate for interpretation and integration of the mission and values in all sectors of the College;
- 2.3.1.5.4.1.2.6. participates in the selection of the recipient of the Lumen Christi award, Unsung Hero award (*Caritas Canantes*) and the Jane O'Rourke Bender award;
- 2.3.1.5.4.1.2.7. serves as an advisory group to provide guidance to all departments in planning, selecting and maintaining appropriate religious symbolism and spiritual art throughout all of Saint Mary's College.

#### 2.3.1.5.4.2. GOING GREEN COMMITTEE

- 2.3.1.5.4.2.1. MEMBERSHIP - Going Green Committee consists of the Vice President for Mission, Director of Facilities, Manager of Notre Dame Campus Dining Services at Saint Mary's, the Director of the Environmental Studies Program, College Compliance Officer, a Director from the Mission Division, a Director from Student Affairs, two faculty members elected by the Academic Leadership Council and an undergraduate student representative from the Student Government Association. The Vice President for Mission serves as the chair.
- 2.3.1.5.4.2.2. RESPONSIBILITY – The Going Green Committee:
  - 2.3.1.5.4.2.2.1. advises the Vice President for Mission on sustainability and other matters of environmental concern.
  - 2.3.1.5.4.2.2.2. shares and facilitates coordination across departments, divisions and constituencies to enhance sustainability initiatives and practices between the College and neighboring communities.
  - 2.3.1.5.4.2.2.3. supports sustainability practices across campus. This may include, but not be limited to: engage in consciousness raising on sustainability initiatives, assist in implementing green initiatives, identifying sustainability needs for strategic planning.

2.3.1.5.4.2.4. articulates and shares the place of sustainability, environmental justice and other environmental concerns in the Mission of the College.

2.3.1.6. VICE PRESIDENT FOR ADVANCEMENT

2.3.1.6.1. APPOINTMENT – The appointment of the Vice President for Advancement is confirmed by the Board of Trustees upon recommendation of the President after appropriate consultation with faculty. The Vice President for Advancement holds office at the discretion of the President.

2.3.1.6.2. AUTHORITY AND RESPONSIBILITY – The Vice President for Advancement is directly responsible to the President. The Vice President for Advancement

2.3.1.6.2.1. develops and supervises programs in alumnae relations, development and integrated marketing communications;

2.3.1.6.2.2. assists the President in raising resources for the College;

2.3.1.6.2.3. appoints, with the approval of the President, such assistants as needed;

2.3.1.6.2.4. represents the College in designated professional associations and functions as requested by the President;

2.3.1.6.2.5. ensures that the fundraising activities of the College are consistent with College objectives and with the role of the College as an institution of Catholic higher education;

2.3.1.6.2.6. develops a coordinated and integrated plan to create and support the College's brand image;

2.3.1.6.2.7. advises the Board of Trustees Committee on External Relations and Admission AY '22 (also known as the College Relations Committee), serves as an advisor to the Board of Trustees Committee on Trusteeship, serves on the President's Cabinet, and the College Budget Committee;

2.3.1.6.2.8. serves in other capacities as designated by the President.

2.3.1.6.3. ADVANCEMENT ADMINISTRATORS – The following Advancement administrators report to and are immediately responsible to the Vice President for Advancement. Information regarding their responsibilities is contained in job descriptions available in the Department of Human Resources.

2.3.1.6.3.1. ASSOCIATE VICE PRESIDENT FOR ADVANCEMENT

#### 2.3.1.6.3.2. EXECUTIVE DIRECTOR OF ALUMNAE AND COLLEGE RELATIONS

#### 2.3.1.6.3.3. ASSISTANT VICE PRESIDENT OF INTEGRATED MARKETING COMMUNICATIONS

#### 2.3.1.6.3.4. DIRECTOR OF ANNUAL GIVING

### 2.3.1.7. VICE PRESIDENT FOR STUDENT ENROLLMENT AND ENGAGEMENT

2.3.1.7.1. APPOINTMENT – The Vice President for Student Enrollment and Engagement is appointed by the President after appropriate consultation with the faculty. The Vice President for Student Enrollment and Engagement holds office as the discretion of the President.

2.3.1.7.2. AUTHORITY AND RESPONSIBILITY – The Vice President for Student Enrollment and Engagement is directly responsible to the President. The Vice President for Student Enrollment and Engagement sets the strategy for a unified student experience that spans the lifecycle of interactions a student receives from the College, starting with recruitment and continuing through commencement. The Vice President for Student Enrollment and Engagement:

2.3.1.7.2.1. Integrates and coordinates Enrollment Management and Student Affairs personnel in ways that maximize integration of mission and purpose;

2.3.1.7.2.2. supervises the offices of Admission and Financial Aid, and oversees and evaluates the undergraduate recruitment and financial aid activities of the institution; administers and supervises the Dean of Students, Student Involvement, Residence Life, Community Standards, Compliance, Health and Counseling, College Safety, Athletics and Recreation, and Belles Against Violence;

2.3.1.7.2.3. collaborates on related enrollment management issues with Academic Affairs, Student Activities, Student Success, and the Associate Provost/Dean of Graduate Studies related to any grants; contributes to other committees, including retention;

2.3.1.7.2.4. develops the philosophy and policies of the Division of Student Enrollment and Engagement according to the objectives and purposes of the College;

2.3.1.7.2.5. oversees the development of strategic marketing plan;

2.3.1.7.2.6. evaluates effectiveness of recruitment practices and financial aid policies;

- 2.3.1.7.2.7. tracks enrollment trends within and outside Saint Mary's;
- 2.3.1.7.2.8. educates the Saint Mary's community on the goals, objectives, achievements and challenges of the undergraduate enrollment management operation and strategic plan;
- 2.3.1.7.2.9. monitors student satisfaction and attrition patterns;
- 2.3.1.7.2.10. works with Executive Director of Retention Strategy and Academic Affairs to develop early intervention programs for enrolled students at risk;
- 2.3.1.7.2.11. advises the Board of Trustees Committee on External Relations and Admission for FY '22 (also known as Student Life Committee);
- 2.3.1.7.2.12. supervises the preparation of the Student Handbook and other publications and announcements of the Division;
- 2.3.1.7.2.13. develops a student environment at the College conducive to the spiritual, personal, intellectual, and social growth of students;
- 2.3.1.7.2.14. examines the dynamics/experiences for first year students and collaborates with relevant offices to bring about institutional changes to improve these dynamics/experiences;
- 2.3.1.7.2.15. Fosters student leadership development in all areas of student life;
- 2.3.1.7.2.16. advises the Board of Trustees on progress throughout the enrollment cycle and on issues relevant to student life through the Student Experience Committee of the Board (also known as Student Life Committee); serves on the President's Cabinet, the College Budget Committee, the Student Affairs Council, PCIMD, the Academic Standards Committee, and the Committee on Student Affairs;
- 2.3.1.7.2.17. prepares, submits, and monitors the annual budget in coordination with directors;
- 2.3.1.7.2.18. appoints, with the approval of the President, such other staff as are needed;
- 2.3.1.7.2.19. annually reviews the performance of each administrator within the Division;

2.3.1.7.2.20. represents the College in designated professional associations and functions as requested by the President;

2.3.1.7.3. ENROLLMENT AND ENGAGEMENT ADMINISTRATORS – The following report to and are immediately responsible to the Vice President for Student Enrollment and Engagement. Information regarding their responsibilities can be found in the Human Resources Office.

2.3.1.7.3.1. DEAN OF STUDENTS

2.3.1.7.3.2. ASSOCIATE DEAN OF STUDENTS

2.3.1.7.3.3. DIRECTOR OF ADMISSION

2.3.1.7.3.4. DIRECTOR OF FINANCIAL AID

2.3.1.7.3.5. DIRECTOR OF HEALTH AND COUNSELING

2.3.1.7.3.6. DIRECTOR OF RESIDENCE LIFE AND COMMUNITY STANDARDS

2.3.1.7.3.7. DIRECTOR OF COLLEGE SAFETY

2.3.1.7.3.8. DIRECTOR OF ATHLETICS AND RECREATION

2.3.1.8. SENIOR VICE PRESIDENT FOR STRATEGY AND FINANCE

2.3.1.8.1. APPOINTMENT – The appointment of the Senior Vice President for Strategy and Finance is confirmed by the Board of Trustees upon the recommendation of the President after appropriate consultation with the faculty. The Senior Vice President for Strategy and Finance holds the office at the discretion of the President.

2.3.1.8.2. AUTHORITY AND RESPONSIBILITY – The Senior Vice President for Strategy and Finance is directly responsible to the President. The Senior Vice President for Strategy and Finance:

2.3.1.8.2.1. supervises the fiscal affairs of the college and serves as the College's chief financial officer;

2.3.1.8.2.2. supervises human resources and related affairs;

2.3.1.8.2.3. supervises and coordinates the operation, maintenance, and construction of all College facilities;

- 2.3.1.8.2.4. supervises the management and execution of all campus and external community events held at the College;
  - 2.3.1.8.2.5. oversees the management of the auxiliary services of the College, including food service operations, catering services, and the bookstore;
  - 2.3.1.8.2.6. provides periodic financial reports for presentation to the Board of Trustees and other reports as may be requested;
  - 2.3.1.8.2.7. aids the President in the preparation of the budget;
  - 2.3.1.8.2.8. oversees the management of contract and purchasing programs;
  - 2.3.1.8.2.9. directs the preparation of quarterly reports on all College, departmental, and divisional budgets;
  - 2.3.1.8.2.10. ensures that legal documents and instruments are properly executed;
  - 2.3.1.8.2.11. manages and maintains all College property;
  - 2.3.1.8.2.12. invests the College funds and reports to the Board of Trustees on the investment of those funds;
  - 2.3.1.8.2.13. appoints, with the approval of the President, such assistants as are needed;
  - 2.3.1.8.2.14. advises the Board of Trustees Committees on Financial Stewardship and Audit, Risk, and Legal, and the Investment Sub-Committee ; serves as chair of the College Budget Committee and the President's Budget Priorities Committee; and is a member of the President's Cabinet;
  - 2.3.1.8.2.15. represents the College in designated professional associations and functions as requested by the President;
  - 2.3.1.8.2.16. performs other duties requested by the President.
- 2.3.1.8.3. OFFICE OF THE SENIOR VICE PRESIDENT FOR STRATEGY AND FINANCE – The following administrators report to and are immediately responsible to the Senior Vice President for Strategy and Finance. Information regarding the directors' responsibilities are contained in a job description available in the Office of Human Resources.

2.3.1.8.3.1. DIRECTOR OF FACILITIES

2.3.1.8.3.2. DIRECTOR OF FINANCE AND CONTROLLER

2.3.1.8.3.3. DIRECTOR OF HUMAN RESOURCES

2.3.1.8.3.4. DIRECTOR OF PURCHASING

2.3.1.8.3.5. DIRECTOR OF CAMPUS AND COMMUNITY EVENTS

**2.3.2. ACADEMIC DEPARTMENTS/DIVISIONS** – A current organization chart is available in the Provost Office

## **2.4. OVERVIEW OF COLLEGE BOARDS, COUNCILS, AND COMMITTEES**

### **2.4.1. BOARD OF TRUSTEES**

Executive Committee  
 Academic Affairs Committee  
 Audit Committee  
 College Relations Committee  
 Finance and Budget Committee  
 Investment Committee  
 Mission Committee  
 Student Life Committee  
 Trusteeship Committee

For AY 2021-2022 the standing committees are:

Executive Committee  
 Audit, Risk and Legal Committee  
 External Affairs and Admission Committee  
 Financial Stewardship Committee  
 Mission Fulfillment Committee  
 Student Experience Committee  
 Trusteeship Committee  
 Three Special Project Teams

### **2.4.2. PRESIDENT'S COUNCILS AND COMMITTEES**

President's Cabinet  
 Budget Committee  
 President's Budget Priorities Committee  
 Committee on Rank and Tenure  
 Committee on Student Affairs  
 Elected Executive Committee of the Academic Leadership Council

Governance Manual Committee  
 President's Circle  
 Parents Council  
 President's Council on Inclusivity and Multicultural Diversity  
 President's Committee on Sexual Violence  
 Retention Committee  
 Staff Advisory Council  
 Student Affairs Council

#### **2.4.3. PROVOST AND SENIOR VICE PRESIDENT COMMITTEES**

Advisory Committees for:  
 Center for Academic Innovation Grants Committee (Associate Provost)  
 Institutional Review Board  
 Teaching, Learning, and Technology Roundtable  
 Graduate Program Committee (Associate Provost)  
 Quality Assurance Committee (Associate Provost)  
 Curriculum Committee (Associate Provost)  
 Sophia Oversight Committee (Associate Provost)

#### **2.4.4. ACADEMIC LEADERSHIP COUNCIL**

Academic Standards Committee  
 Committee on Academic Effectiveness  
 Curriculum Committee  
 Graduate Program Committee  
 Sophia Oversight Committee  
 Faculty Affairs, Inclusion, and Retention  
 Faculty Compensation and Budget Priorities  
 Faculty Development  
 Committee on Committees  
 Committee on Institutional Effectiveness  
 Grievance Committee (reports to the ALC Executive Committee)  
 Online Academic Excellence Subcommittee (Subcommittee of Curriculum and Graduate Committees)

#### **2.4.5. VICE PRESIDENT FOR MISSION**

Mission Council Committee  
 Going Green Committee

#### **2.4.6. VICE PRESIDENT FOR ADVANCEMENT**

Alumnae Association Board of Directors  
 Belles of the Last Decade (BOLD)  
 Madeleva Society Steering Committee

#### **2.4.7. VICE PRESIDENT FOR STUDENT ENROLLMENT AND ENGAGEMENT**

Committee on Student Affairs  
Student Affairs Council

#### **2.4.8. JUDICIAL STRUCTURE**

For violations of the code of social conduct:

Residence Hall Director

Critical Incident Board

Vice President for Student Enrollment and Engagement

For violations of academic honesty code:

Faculty

Department Chair

Graduate Program Director

Division Director

Dean of Student Academic Services and Director of Academic Advising and Registrar

Academic Standards Committee

Academic Hearing Board

Academic Appellate Board

President

## **2.5. PROCEDURES FOR AMENDING THE GOVERNANCE OF THE COLLEGE**

**2.5.1. THE CORPORATION OF SAINT MARY'S COLLEGE** – The procedure for amending the Code of Bylaws of the Corporation of Saint Mary's College, Notre Dame is found in Article XIX of the Code of Bylaws. The President of the College is responsible for seeing that the Code of Bylaws, published in the Governance Manual, is current.

**2.5.2. THE BOARD OF TRUSTEES OF THE COLLEGE** – The Bylaws of the Board of Trustees are the Bylaws of the Corporation of Saint Mary's College, Notre Dame; therefore, the process for amending the Bylaws of the Board is the same as that of the Corporation.

**2.5.3. THE ADMINISTRATION OF THE COLLEGE** – The authority and responsibilities of the Administrative Officers of the College (i.e., President, Provost, Vice President for Mission, Vice President for Advancement, Vice President for Student Enrollment and Engagement, Senior Vice President for Strategy and Finance, and General Counsel) are determined by the Board of Trustees.

**2.5.3.1. PRESIDENT** – The President, in consultation with the administrative officer to whom an administrator reports, determines the authority and responsibility of the administrator. The membership structure, authority, and responsibilities of the following presidential committees are determined by the President: President's Cabinet, Budget Committee. The President may create additional committees as needed. The President makes changes in the membership structure of the

Committee on Rank and Tenure only after appropriate consultation with the Provost and the faculty.

2.5.3.1.1. ACADEMIC LEADERSHIP COUNCIL (see Section 5)

2.5.3.1.2. STUDENT AFFAIRS COUNCIL – The President determines the membership structure, authority, and responsibility of the Student Affairs Council only after consultation with the Vice President for Student Enrollment and Engagement and the Student Affairs Council. The Student Affairs Council determines the membership structure, authority and responsibility of the committee which reports to it. The Vice President for Student Enrollment and Engagement is responsible for keeping the section of the Governance Manual dealing with Student Affairs Council and its committee up to date.

2.5.3.2. PROVOST AND SENIOR VICE PRESIDENT – The Provost and Senior Vice President is responsible for keeping the section of the Governance Manual dealing with that office and its administrative personnel up to date.

2.5.3.3. VICE PRESIDENT FOR MISSION – The Vice President for Mission is responsible for keeping the section of the Governance Manual dealing with that office and its administrative personnel up to date.

2.5.3.4. VICE PRESIDENT FOR ADVANCEMENT– The Vice President for Advancement is responsible for keeping the section of the Governance Manual dealing with that office and its administrative personnel up to date.

2.5.3.5. SENIOR VICE PRESIDENT FOR STRATEGY AND FINANCE – The Senior Vice President for Strategy and Finance is responsible for keeping the section of the Governance Manual dealing with that office and its administrative personnel up to date.

2.5.3.6. VICE PRESIDENT FOR STUDENT ENROLLMENT AND ENGAGEMENT – The Vice President for Student Enrollment and Engagement may create committees as needed and is responsible for keeping the sections of the Governance Manual dealing with Student Affairs, Admission Office, and Financial Aid Office and their administrative personnel up to date.

**2.5.4. ACADEMIC DIVISION/DEPARTMENTS** – The Provost, only after consultation with the Division Directors/Department Chairs/Graduate Program Directors, determines the membership structure, authority, and responsibility of the academic departments. The Provost is responsible for keeping this section of the Governance Manual up to date.