

Saint Mary's College
Academic Leadership Council
By-Laws

Article 1: Name

The name of this organization shall be the Academic Leadership Council (ALC) of Saint Mary's College.

Article 2: Identity and Purpose

Section 1: Philosophy of Governance

Saint Mary's College endorses the fundamental concept of shared governance through the inclusion of faculty and student participation in the Board of Trustees, the committees of the Board of Trustees, and the councils and committees of the College administration. The faculty endorse this concept and engage fully in the shared governance of the College, including, but not limited to, their participation in the ALC.

The faculty as a whole has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, selection of new faculty members, faculty tenure status and related matters, and those aspects of student life which relate to the educational process. On these matters the power of review or final decision, lodged in the Board of Trustees and delegated by it to the President, is exercised according to the process outlined in the [Governance Manual](#).

The ALC serves as the voice through which the faculty initiates and amends academic policies and responds to educational issues. Consistent with Saint Mary's Core Value of Community, it:

- A. Promotes shared responsibility and ownership of decision making;
- B. Provides a forum to facilitate the free exchange of ideas among faculty members;
- C. Enables innovative collaboration between administration and faculty;
- D. Establishes efficient methods of communication and information sharing;
- E. Strengthens trust, transparency, and a sense of community; and
- F. Utilizes expertise of faculty in decision making regarding curriculum and faculty matters.

Section 2: Responsibilities

The ALC, or bodies to which it delegates its authority, has the primary responsibility to formulate, review, revise, and/or adopt for recommendation to the President, all academic policies having to do with the following matters:

- A. Curriculum and student learning;
- B. Aspects of student life which relate to the teaching and learning at the institution;
- C. Granting of degrees and setting of degree requirements;
- D. The facilitation of faculty development and ensuring equity and fairness in faculty

- promotion, tenure, and evaluation; and
- E. Shared governance.

Article 3: Membership

Section 1: Faculty Roles and Positions

For the purpose of the ALC, the full faculty body is defined as professional librarians and all teaching faculty, both full- and part-time, at the following ranks: adjunct faculty, faculty fellows, lecturers, senior lecturers, instructors, professional specialists, visiting faculty, tenured and tenure-track faculty, and faculty emeriti/ae.

The ALC represents the full faculty body, and the full faculty body is welcome to attend regularly scheduled meetings of the ALC, speak at meetings of the ALC, and suggest agenda topics to their representative or to the Executive Committee. Members of the full faculty body at the rank of lecturer, senior lecturer, instructor, professional specialist, visiting faculty and tenured and tenure-track faculty are eligible to vote for representatives to the ALC and members of the Executive Committee. Current adjunct faculty who have taught at least 9 credit hours in the past 12 months and faculty fellows and visiting faculty may request voting status from the ALC's administrative assistant, after which they will also be eligible to vote for the standing representatives and members of the Executive Committee. Teaching faculty who also have administrative duties must maintain a 50% teaching load on an annual basis to be eligible to vote for ALC representatives and members of the Executive Committee.

The ALC will consist of thirteen elected faculty members (ten representatives and three officers of the Executive Committee), in addition to administrative appointees and three student representatives. All faculty members who have voting rights are eligible to stand for election as a representative of the ALC; tenured and tenure-track teaching faculty and professional librarians are eligible to stand for election to the Executive Committee.

The elected faculty representatives, appointed administrative members, and student representatives will be eligible to vote on all motions brought before the ALC. If a voting member has a potential conflict of interest regarding a motion brought forward for a vote, the Executive Committee should be made aware of this conflict and may ask the voting member to recuse him- or herself from voting. The Executive Committee officers and the President are not eligible to vote; the one exception is defined in Article 4, Section 6, in which the Senior Vice-Chair may become eligible to vote.

Section 2: Executive Committee

The Executive Committee will be elected by voting-eligible members of the faculty body. Each member will serve a staggered three-year term, and will begin as the Junior Vice-Chair, transition to the Senior Vice-Chair in the second year and serve as the Chair in the third year. The election for the new Junior Vice-Chair will be conducted by the Committee on Committees by the end of March each year.

Responsibilities of the Executive Committee

- A. As a team, the Executive Committee:

- a. Regulates workflow of Council meetings;
 - b. Crafts the agenda for those meetings, in consultation with the President and/or the Provost;
 - c. Assigns tasks to standing committees and oversees ad-hoc committees, as needed;
 - d. Meets with the President and/or Provost regularly and as needed and is the body authorized to provide a faculty voice to the administration and to the trustees when time-sensitive issues, in exceptional circumstances, must be addressed outside of the standard decision-making structures;
 - e. Is invested with the power to call for and administer faculty-wide votes on a topic;
 - f. Decides whether or not voting members might have a conflict of interest that would require them to recuse themselves during a vote; and
 - g. Serves on Board Committees, as needed.
- B. Chair
- a. Chairs meetings of the ALC;
 - b. Serves as a member of the President’s cabinet, or other similarly designated body; and
 - c. Represents the faculty to outside constituencies.
- C. Senior Vice-Chair
- a. Fulfills all duties of the Chair in his or her absence;
 - b. Determines frequency of and establishes agendas for area meetings, as needed. Area meetings comprise meetings of ALC representatives appointed to committees in the following three groupings: curriculum, faculty concerns, and institutional (specified in Article 10).
 - c. Serves as chair for all curriculum, faculty concerns, and institutional area meetings, or designates an appropriate substitute chair; and
 - d. Assists the Chair, as needed.
- D. Junior Vice-Chair
- a. Circulates the agenda at least one week in advance of meetings;
 - b. Oversees the administrative assistant’s collection and dissemination of meeting minutes;
 - c. Serves as liaison to the Governance Manual Committee; and
 - d. Serves as the Parliamentarian for the ALC.

Section 3: Faculty representatives

Ten faculty representatives will be elected to staggered 3-year terms, to be distributed as follows:

- A. Six At-Large representatives
- B. Two representatives for Non-Tenure Track / Part-Time faculty
- C. One representative for Pre-Tenure faculty
- D. One representative for faculty teaching in a Saint Mary’s College graduate

program

Elections for representatives will be conducted by the Committee on Committees as follows:

Year Rotation	March Election	August Election
1	2 At-Large representatives	1 Non-Tenure Track / Part-Time representative
2	2 At-Large representatives	1 Non-Tenure Track / Part-Time representative
3	2 At-Large representatives 1 Pre-Tenure representative 1 Representative for faculty teaching in the graduate program	

At-large representatives will be faculty members who are eligible to vote as defined in Article 3, Section 1 and elected by all voting-eligible faculty. Non-Tenure Track / Part-Time representatives, Pre-Tenure representatives, and representatives for faculty teaching in the graduate programs will be voted upon by voting-eligible faculty members of those particular constituencies.

The Committee on Committees is tasked with ensuring that there is balanced disciplinary representation among the representatives serving on the ALC and that the nominees for the representative for faculty teaching in graduate programs themselves teach in a graduate program. Nominees for all representative positions are expected to compose a brief statement expressing their interest in serving on the ALC which will be distributed at least two weeks in advance of the election.

The Committee on Committees will also ensure that, when Pre-Tenure and Non-Tenure Track / Part-Time faculty representatives are up for elections, those constituencies are specifically encouraged to vote. The nominees for Pre-Tenure and Non-Tenure Track / Part-Time representatives would ideally be members of these respective groups to ensure authentic representation, but are not required to be so. It is expected that, in addition to their other duties, the representative for Pre-Tenure and Non-Tenure Track / Part-Time faculty will establish open channels of communication with the respective constituencies and advocate on their behalf.

Responsibilities of Faculty Representatives

- A. Each representative will be expected to:
 - a. Attend all general and special sessions of the ALC;
 - i. Failure or inability to attend more than half of general and special sessions may result in removal from the ALC, upon the recommendation of the Executive Committee and majority approval of the ALC. Special elections for a

replacement will be held as soon as possible.

- b. Welcome comments and solicit and receive feedback from the broader faculty body regarding matters pertinent to the ALC's charges;
- c. Serve as a member of a committee of the ALC, to be determined by interest, consensus, and need after one is first elected to the ALC;
 - i. The Executive Committee will have the final say on the committee assignments of representatives.
 - ii. The representative is expected to attend all meetings of one's assigned committee regularly.
- d. Provide regular reports to the ALC regarding the ongoing business of one's assigned committee;
- e. Serve on Board committees, as assigned; and
- f. Attend designated area meetings when they are called by the Senior Vice-Chair of the Executive Committee.

Section 4: Administrative Appointees

In addition to the President and Provost, the Dean of Academic Student Services and the Associate Provost and Dean of Faculty shall serve on the ALC. Except for the President, these appointees will be voting members of the ALC. The President may appoint additional *ex-officio* members to the ALC at his or her discretion.

Section 5: Student Representatives

The student representatives comprise the Student Government Association Vice President, a student elected among the student representatives on the Student Affairs Council, and a member of the Graduate Student Association. All student representatives are voting members.

Article 4: Meeting and Voting Procedures

Section 1: The agendas for the ALC shall be set by the Chair of the Executive Committee with the consultation of the Executive Committee and the President or the Provost. The Chair of the Executive Committee leads meetings.

Section 2: The ALC, in its entirety, will have open general meetings, defined as a meeting of the entire ALC membership, at least once every month during the academic year. If the Provost and Chair of the Executive Committee deem it necessary, special meetings of the ALC may be called to address time-sensitive issues.

Section 3: All faculty members will have access to the agendas and minutes of the ALC at least one week before general meetings of the ALC. The minutes of all special meetings must be made accessible in a timely manner.

Section 4: All faculty members may attend and be recognized to speak on an equal basis with representatives in general meetings of the ALC. On rare occasions, and upon the request of a majority of voting members of the ALC, before or during a general meeting, the ALC will enter into a closed-door,

deliberative session with only elected representatives and appointed administrative members present and participating.

Section 5: Except in exceptional circumstances (defined in Section 7 below), only voting members of the ALC may introduce motions, call for other formal action, or vote on issues brought before that body.

Section 6: In the unlikely event that votes are evenly divided on a motion, the ALC voting members must decide on whether or not to postpone the motion until a future meeting. A 2/3rds affirmative vote of those present is required to postpone the motion; if that threshold is not met, then the motion will be re-voted upon and the Senior Vice Chair becomes eligible to cast the tie-breaking vote.

Section 7: Exceptional circumstances that might circumvent the standard procedures for bringing a motion to the ALC or voting on those motions are:

- A. If members of the faculty body desire to hold a faculty-wide vote (comprising all voting-eligible faculty members, as defined in Article 3, Section 1), and if the Executive Committee is unwilling to support that vote, forty percent of voting-eligible faculty members must signal their support in writing for holding a faculty-wide vote. Once this threshold is met, the faculty-wide vote must be administered by the Executive Committee and take place within 4 weeks.
- B. If representatives of the ALC desire to hold a faculty-wide vote on an issue affecting the entire faculty body, and if the Executive Committee is unwilling to support that vote, 2/3rds of the voting members of the ALC must support this motion.

A sixty percent affirmative vote of all voting-eligible faculty is required for passage of such a motion.

Section 8: All motions generally shall be voted upon in the same session in which they are brought forward. To postpone or table a vote on a motion, the body will follow the procedures outlined in Robert's Rules of Order (Section 14).

Section 9: Meetings of the full faculty body, organized by the Executive Committee, should be held at least twice per academic year. Meetings should provide updates regarding the recent and upcoming issues that the ALC has been / will be discussing, and the first of these meetings should also introduce representatives to the faculty body. Normally participation at these meetings is limited to faculty only, unless the Executive Committee decides otherwise.

Section 10: To encourage collaboration and information sharing between representatives who sit on related committees (those with an area focus on curricular, faculty, or institutional matters, respectively), area meetings of ALC representatives will take place on a regular basis. The ALC Executive Committee will determine both the frequency of such meetings and whether they are open to the faculty at large; the Senior Vice Chair of the ALC, or his or her designee, will chair all area meetings.

Article 5: Procedural Rules for Meeting

The ALC shall have the authority to establish its own rules and procedures and to implement the general principles established in the bylaws. Where no rules are specified, the ALC will adhere to standard parliamentary procedure as outlined in the most current edition of *Robert's Rules of Order*. The Junior Vice-Chair, as Parliamentarian, has the responsibility and authority to assure that proper procedures are followed and to rule on any challenges on procedural grounds.

Article 6: Quorum

A quorum at any regular or special meeting of the ALC will consist of two-thirds of the voting members of the ALC.

Article 7: Ratification of Bylaws

These bylaws shall become effective with ratification by an affirmative vote of sixty percent of the entire membership of the Faculty Assembly through a paper or electronic ballot, consistent with the procedures outlined in the Constitution of the Faculty Assembly, Article 11, and approval by the President and the Board of Trustees.

Article 8: Amendment of the Bylaws

Amendments to these bylaws must first be approved by the ALC upon the motion of any representative. For substantive alteration to Articles 1-8, changes must be approved by a quorum of the voting members of the ALC and by sixty percent of all voting-eligible faculty members through a paper or electronic ballot. For substantive alteration to the remaining

Articles, changes must be approved by a quorum of the voting members of the ALC.

Non-substantive alterations are those which do not alter policy but instead involve an updating of terminology.

Article 9: ALC Committee Procedures

Section 1: All committees are expected to meet as needed, as determined by the committee chair.

Section 2: Committee terms will normally be three years, staggered, unless otherwise specified.

Section 3: The chairperson of each committee shall be selected by consensus of committee members at the beginning of the academic year, unless otherwise stated in the committee charges. The ALC representative is not eligible to serve as Chair.

Duties of the chairperson:

- A. Convene meetings;
- B. Facilitate the identification of issues and concerns pertinent to their committee's charges;

- C. Set meeting agenda;
- D. Oversees distribution of committee minutes to the faculty; and
- E. Collaborate with the ALC representative to ensure effective mechanisms of communication are established between the committee and the ALC, related area committees, and the faculty.

Section 4: The ALC representative shall serve as a voting member of the committee of the ALC to which they are assigned.

Section 5: Each committee shall report regularly to the ALC, and the ALC representative shall be responsible for forwarding written motions from the committee to the full ALC for approval.

Section 6: Each committee shall keep minutes of their meetings and make these available to the faculty at large.

Article 10: Standing ALC Committees

Area: Curricular Committees

1. Academic Standards Committee

- A. **MEMBERSHIP** The Academic Standards Committee consists of:
 - a. The Dean for Student Academic Services, who serves as Chair;
 - b. The Executive Director for Retention Strategies;
 - c. The Vice President for Student Enrollment and Engagement (or designee);
 - d. Four elected faculty members; one each from
 1. Division of Arts and Humanities
 2. Divisions of Interdisciplinary Studies; Performing Arts and Communication Studies; Library
 3. Divisions of Nursing Science, Social Work, and Gerontology, Business and Economics
 4. Divisions of Science, Technology, Engineering, and Mathematics; Applied Social Sciences;
 - e. ALC representative;
 - f. Two students selected according to the procedures outlined in the *Student Government Association Constitution*. Meetings, or parts of meetings, which relate to specific students are not open to student members; and
 - g. The Director of Academic Advising and Registrar and a Senior Adviser appointed by the Dean for Student Academic Services serve as *ex officio*, non-voting members.

- B. **RESPONSIBILITY** The Academic Standards Committee:
 - a. Reviews and develops the criteria for acceptable and unacceptable student scholarship;
 - b. Reviews and develops policy for students' continuation in College; submits any recommendations to the ALC for approval;
 - c. Provides the mechanism for hearing cases of alleged violation of academic honesty policy through the creation of the Academic Hearing Board and the

- Academic Appellate Board;
 - d. Advises the appropriate academic officers on the individual student's continuation in College;
 - e. Studies and develops revisions of the academic policies of the College; submits any recommendations to the ALC for approval;
 - f. Ensures that the regulations in relevant sections of the *Bulletin* and other College manuals conform to the College policy;
 - g. Determines the student recipients of College-wide-academic honors and awards; and
 - h. Selects the recipient of the Saint Catherine Medal.
- C. **PROCEDURES** To hear cases involving alleged violations of academic honesty policy not resolved at a lower level, the Chair of the Committee is empowered to appoint representatives from the Committee to two separate boards. The first, the Academic Hearing Board, is composed of one faculty member, one student, and one academic administrator. This board serves as the first stage in a formal hearing process; it is to negotiate a resolution or make a judgment and recommendation relative to the case. The second board, the Academic Appellate Board, is composed of three committee representatives (one faculty, one student, one academic administrator). This Board hears appeals or recommendations made by the Academic Hearing Board.

2. Committee on Academic Effectiveness

- A. **MEMBERSHIP** The Committee on Academic Effectiveness consists of:
- a. Associate Provost and Dean of Faculty or designee;
 - b. Three elected faculty representatives, one each from:
 - i. Divisions of Science, Technology, Engineering, and Mathematics; Applied Social Sciences.
 - ii. Divisions of Arts and Humanities; Performing Arts and Communication Studies; Library.
 - iii. Divisions of Interdisciplinary Studies; Nursing Science, Social Work and Gerontology; Business and Economics.
 - c. The ALC representative; and
 - d. *Ex officio*, non-voting members: Director of Institutional Research and Assessment, a representative from the Curriculum Committee, and other/s appointed by the Provost.
- B. **RESPONSIBILITY** The Committee on Academic Effectiveness:
- a. Conducts programmatic assessment of curriculum related to Academic majors and minors consistent with HLC guidelines and for the purpose of assuring academic excellence of all programs at the undergraduate and graduate levels;
 - b. Fosters College-wide discussion of assessment of student learning achievement;
 - c. Serves as an advisory committee regarding policies related to assessment;

- d. Collaborates with the Office of Institutional Research and Assessment and other relevant committees on assessment projects, including those related to the accreditation; and
- e. Reviews the College's curricular programs in accordance with the guidelines and procedures of the Quality Assurance Process on a periodic basis.

3. Curriculum Committee

- A. **MEMBERSHIP** The Curriculum Committee consists of:
 - a. Associate Provost and Dean of Faculty or designee
 - b. Six elected faculty representing each of the divisions;
 - c. ALC representative;
 - d. Two student members are chosen according to the procedures outlined in the *Student Government Association Constitution*; and
 - e. The Dean of Student Academic Services or designee serves as an *ex officio*, non-voting member.
- B. **RESPONSIBILITY** The Curriculum Committee:
 - a. Reviews and recommends to the ALC:
 - i. the addition or elimination of academic programs, degrees, and majors;
 - ii. proposed changes in the number, kind, or distribution of requirements in Major Programs;
 - iii. the general guidelines for Minor Programs;
 - iv. the addition of minors and the changes within minors which meet the general guidelines for Minor Programs.
 - b. Certify courses, sections, or non-course experiences that meet the relevant Sophia Program Learning Outcomes;
 - c. Reviews and approves proposals for new courses;
 - d. Reviews and approves proposed changes in course offerings which affect the degree requirements of more than one department or the core curriculum of the College;
 - e. Designates two members to serve on the Online Academic Excellence Subcommittee; and
 - f. Ensures that the *Bulletin* and other relevant College manuals conform to College Policy.

4. Graduate Program Committee

- A. **MEMBERSHIP** The Graduate Program Committee consists of:
 - a. One faculty member from each graduate program proposed and /or offered by Saint Mary's College;
 - b. One member from the Graduate Student Association (when established);

- c. ALC representative for faculty teaching in graduate programs;
- d. One Library faculty; and
- e. *Ex Officio* Non-Voting Members:
 - i. Provost's designee in charge of graduate programs, serves as chair of the committee and votes to break ties
 - ii. Director of Academic Advising and Registrar
 - iii. Assistant Registrar
 - iv. Director of Instructional Technology and Director of Distance Education
 - v. Director of Graduate Admissions
 - vi. Director of Financial Aid

B. RESPONSIBILITY The Graduate Program Committee:

- a. Reviews and recommends to the ALC
 - i. new graduate degree programs, graduate certificate programs, and changes to graduate programs;
 - ii. policies regarding the delivery of a graduate program of study.
- b. Reviews and approves proposed new graduate courses;
- c. Designates two members to serve on the Online Academic Excellence Subcommittee; and
- d. Hears appeals and other relevant requests.

5. Sophia Oversight Committee

A. MEMBERSHIP The Sophia Oversight Committee consists of:

- a. Three elected faculty representatives, one each from:
 - i. Divisions of Science, Technology, Engineering, and Mathematics; Applied Social Sciences
 - ii. Divisions of Arts and Humanities; Performing Arts and Communication Studies; Library
 - iii. Divisions of Interdisciplinary Studies; Nursing Science; Social Work and Gerontology; Business and Economics
- b. ALC representative
- c. The following *ex officio* non-voting members:
 - i. the Student Sophia Program Commissioner
 - ii. the Associate Provost and Dean of Faculty or designee
 - iii. the Dean of Student Academic Services
 - iv. a member of the Curriculum Committee

B. RESPONSIBILITY The Sophia Program Oversight Committee:

- a. Implements an Assessment Plan for the Sophia Program;
- b. Regularly reviews the health, effectiveness, and sustainability of the Sophia Program; and
- c. Recommends changes in the Sophia Program learning outcomes and program structure to the ALC.

Area: Faculty Committees

6. Faculty Affairs, Inclusion and Retention (FAIR):

- A. **MEMBERSHIP** The FAIR Committee consists of:
 - a. Four elected faculty reps, one each from:
 - i. Division of Arts and Humanities
 - ii. Divisions of Interdisciplinary Studies; Performing Arts and Communication Studies; Library
 - iii. Divisions of Nursing Science, Social Work, and Gerontology, Business and Economics
 - iv. Divisions of Science, Technology, Engineering, and Mathematics; Applied Social Sciences
 - b. Executive Director of Inclusion and Equity; and
 - c. The ALC representative.

- B. **RESPONSIBILITY** The FAIR Committee:
 - a. Considers and makes recommendations regarding policies and programs related to issues including, but not limited to: faculty diversity, inclusion, and equity; faculty hiring and retention; faculty morale; faculty mentoring; and procedures and criteria for determining faculty promotion, tenure and evaluation;
 - b. Monitors and evaluates the effectiveness of teaching evaluations and makes recommendations to the Provost or other relevant parties;
 - c. Facilitates mentoring programs, including, but not limited to: New Faculty, Pre-Tenure Faculty, and Faculty of Color Mentoring;
 - d. Organizes New Faculty Orientation;
 - e. Develops program and policies to promote faculty morale and retention and to promote diversity, inclusion, and equity in faculty;
 - f. Addresses other issues charged to it by the ALC; and
 - g. Designates one faculty committee member to serve on the PCIMD (President’s Council of Inclusion and Multicultural Diversity).

7. Faculty Compensation Committee

- A. **MEMBERSHIP** The Faculty Compensation Committee consists of:
 - a. Four voting faculty members, one to be elected from each of the following ranks: Professor, Associate Professor (or tenured librarian), and Assistant Professor (or untenured librarian); and the ALC representative (one of the Non-Tenure Track / Part-Time Representatives).

- B. **RESPONSIBILITY** The Faculty Compensation Committee:
 - a. Represents the faculty in all formal discussions concerning faculty compensation;
 - b. Prepares a report on the economic status of the faculty;
 - c. Makes annual recommendations for faculty compensation;

- d. Designates at least one member to serve as faculty representatives on the Board Financial Stewardship Committee;
- e. Designates two of its members to serve on the President's Budget Priorities Committee or similarly designated body;
- f. Reviews projected budgets and compensation-related policies as needed to represent faculty as described in a-e.

C. SALARY PROCEDURES AND POLICIES

- a. **GENERAL PROCEDURES:** To assist the Administration in formulating its salary budget proposal, the Faculty Compensation Committee prepares a detailed report on the economic status of the faculty of all ranks and professional librarians. This report normally includes data reflecting the general pattern of the economic status of the profession, the relationship of the Saint Mary's faculty to the profession, and special economic consideration. The report concludes with a set of specific recommendations to the Administration. This report is presented to the faculty and ALC for its consideration. After consultation with the Faculty Compensation Committee, the Administration designates portions of the increase in the faculty salary budget to such categories as cost of living, equity adjustment, academic rank differential, and merit. Preliminary budget parameters are presented to the Board of Trustees at its spring meeting. The salary portion of the College budget is approved by the Board of Trustees (or the Executive Committee) at its October meeting. Following preliminary approval of the College budget, the Provost and Senior Vice President for Academic Affairs informs the faculty of the percent being allocated for cost of living, merit, and other salary adjustment.

8. Faculty Development

- A. **MEMBERSHIP** The Faculty Development Committee consists of:
 - a. The Associate Provost and Dean of Faculty or designee;
 - b. Three elected faculty, one each from:
 - i. Divisions of Science, Technology, Engineering, and Mathematics; Applied Social Sciences;
 - ii. Divisions of Arts and Humanities; Performing Arts and Communication Studies; Library; and
 - iii. Divisions of Interdisciplinary Studies; Nursing Science, Social Work and Gerontology, Business and Economics.
 - c. The ALC representative.
- B. **RESPONSIBILITY** The Faculty Development Committee:
 - a. Considers and makes recommendations regarding all matters relating to the professional development of the faculty;
 - b. Determines criteria, solicits and reviews applications, and recommends recipients for teaching and research grants awarded by CFAI;
 - c. Reviews and evaluates Sabbatical applications;
 - d. Organizes Faculty Development Day in consultation with the Provost;

- e. Promotes and supports scholarship through event organization, such as the Faculty Colloquium Series, and through coordination with Library/IT and Centers of Distinction; and
- f. Establishes and oversees application process for competitive course releases intended to promote curricular and scholarly innovation and entrepreneurship.

Area: Institutional Committees

9. Committee on Committees

- A. **MEMBERSHIP** The Committee on Committees consists of:
 - a. Four elected faculty, each representing different divisions (these elected faculty members will serve staggered, two-year terms, may not serve successive terms, and may not simultaneously be a member of the Executive Committee); and
 - b. The ALC representative.
- B. **RESPONSIBILITY** The Committee on Committees:
 - a. Prepares a slate of nominees for each election, with an eye to ensuring rotation on leadership positions, balanced disciplinary representation, and minimization of sabbatical disruptions, particularly for representatives of the ALC;
 - b. Runs annual elections and others, as needed;
 - c. Evaluates charges and the overall structure of committees;
 - d. Advises on creation of ad-hoc committees;
 - e. Recommends changes, creation or elimination of committees to the ALC; and
 - f. Works in consultation with the Director of Diversity and Inclusion to ensure equity of labor and inclusivity in how service duties are partitioned among faculty.
- C. **NOMINATION PROCEDURES**
 - a. Elections for faculty representatives will be held according to the schedule defined in Article 3, Section 3. Thirty days in advance of the election, a call for candidates will be distributed to all voting-eligible faculty; at least two weeks in advance of the election, candidate statements including rank and discipline, shall be distributed to all voting-eligible faculty.
 - b. Elections for all other committee positions will be held in April. Fifteen days before elections, the Faculty will be provided with a notice of the positions to be filled. A week in advance of the election, the slate will be publicly distributed to the members of the Faculty. Each candidate must have accepted the nomination before the slate is published. In April, the Committee on Committees formally presents the slate of candidates for the respective positions. Nominations from the floor are invited by the committee for each position to be filled and are accepted if the nominee agrees to the nomination.
 - c. If an opening for a committee occurs outside of standard elections, the Faculty will be provided with a notice of the positions to be filled fifteen days in

advance of the election. A week in advance of the election, the slate will be distributed to the members of the Faculty. Each candidate must have accepted the nomination before the slate is published. The Committee on Committees will formally present the slate of candidates for the respective positions. Nominations from the floor are invited by the committee for each position to be filled and are accepted if the nominee agrees to the nomination.

- d. The decision to vote online or in person shall be at the discretion of the Executive Committee, if both options are available. If the vote is to be taken online, provision must be made such that voting is anonymous, only voting-eligible faculty may vote, and each member may vote only once. If the vote is to be taken in person, provision must be made for absentee ballots. If online voting is feasible, it should be the preferred voting method.
- e. If online voting is implemented in the future for general elections, procedures for if, and how, to accept nominations from the floor must be determined.

10. Committee on Institutional Effectiveness

- A. **MEMBERSHIP** The Committee on Institutional Effectiveness consists of:
 - a. Three elected faculty, each representing two divisions;
 - b. The ALC representative; and
 - c. The following *ex officio*, non-voting members: The Director of Institutional Research and Assessment, and other/s appointed by the Provost.
- B. **RESPONSIBILITY** The Committee on Institutional Effectiveness:
 - a. Assists in the collection and maintenance of data for the purposes of accreditation and HLC reporting and for evaluating the effectiveness of institutional structures. This data should pertain to the efficiency and effectiveness of:
 - i. Current academic structures
 - ii. Shared Governance (inclusive of the ALC)
 - iii. Systems of communication among constituencies across the College
 - iv. The Strategic Planning Process;
 - b. Considers and makes recommendations to relevant bodies regarding ways to improve the efficiency and effectiveness of:
 - i. Current academic structures
 - ii. Shared Governance (inclusive of the ALC)
 - iii. Systems of communication among constituencies across the College
 - iv. The Strategic Planning Process;
 - c. Serves as a resource for those who work on the periodic reports in order to facilitate the accreditation process;
 - d. Crafts recommendations on how to address any problem areas identified during the accreditation process; and
 - e. Collects faculty concerns in a timely manner as pertains to the effectiveness and efficiency of institutional structures that are relevant to the faculty roles

and responsibilities and how those structures are implemented. These concerns will be brought regularly to the ALC for consideration; if confidentiality requires it, these concerns will be brought first, and perhaps exclusively, to the Executive Committee and the Provost.

Area: Other Committees:

1. Grievance Committee (Reports to the Executive Committee)

- A. **MEMBERSHIP** The Grievance Committee consists of:
 - a. Five tenured members elected from the faculty. The Chair is elected by the members of the Committee. If one or more members are unable to participate in the hearing of a case, substitute members for the hearing of that case are selected according to the substitution rule delineated in the section on general considerations.

- B. **RESPONSIBILITY** The Grievance Committee
 - a. Serves as a Hearing Committee in cases involving dismissal for serious cause;
 - b. Acts as a Grievance Committee, in this capacity the committee;
 - i. Publishes formal procedures for the conduct of its business;
 - ii. Decides, after the aggrieved party has filed a written petition, whether the case merits a detailed investigation;
 - iii. Acts as a mediating and investigating committee in all ordinary cases in which a faculty member alleges a grievance. A grievance is a harm incurred by a faculty member as a result of a decision improperly taken by or on behalf of the College, or as a result of unprofessional or improper conduct of one or more representatives of the College. Examples of ordinary cases of grievance include but are not limited to decision taken in such matters as salaries, assignment of teaching duties, assignment of space or other facilities, academic freedom and responsibility, and violations of the College's commitment to the Equal Opportunity Act;
 - iv. Acts as a mediating and investigating committee in matters involving an allegation of violation of academic freedom;
 - v. Acts as an investigating committee in matters arising out of a decision on the non-renewal of the contract of a non-tenured faculty member or on the granting of promotion or tenure where the grievance involves allegations of procedural irregularities or lack of adequate consideration;
 - vi. Decides the schedule of priority at times when more than one petition or case is before the committee;
 - vii. Keeps written records of the handling of each grievance petition;
 - viii. Presents to the Executive Committee of the ALC at the end of each academic year a report indicating the number, kinds, and disposition of cases that the committee dealt with; ordinarily, the report does not indicate specific details of the cases;
 - ix. Informs the Executive Committee of the ALC of any breakdown in

cooperative relations between the Grievance Committee and any member of the College community which prevents the proper handling of a grievance petition;

- x. Informs faculty members whose petitions for a hearing have been denied by the committee or who, as a party to a grievance, are dissatisfied with the findings of the committee that they may, after seeking the advice of the Executive Committee, bring the matter to the faculty for action by that body. The committee may reply to charges that its findings are mistaken; and
- xi. Refrains from discussing any aspect of the case with anyone who is not directly involved in the grievance proceedings for that case.

C. **PROCEDURE**

- a. The procedures of the Grievance Committee are an adaptation of the procedures and policies of the American Association of University Professors described in the most recent versions of their statements: 'Statements on Procedural Standards in the Renewal or Non-renewal of Faculty Appointments,' 'Statement on Procedural Standards in Faculty Dismissal Proceedings,' and 'Recommended Institutional Regulations on Academic Freedom and Tenure.'

- b. General Grievance Procedure: Ordinary Cases

- i. Filing of the Grievance Petition

If faculty members feel that they have cause for grievance in any matter other than dismissal for serious cause or cases involving allegations of procedural irregularity or lack of adequate consideration in the nonrenewal of a faculty member's contract, or cases involving tenure or promotion decisions, they may petition the Grievance Committee in writing for consideration. (Procedures for the excluded grievances are described in a subsequent section.) The petition must set forth in detail the nature of the grievance, state against whom the grievance is directed, and specify the nature of the remedy sought. It must contain any factual or other data which the petitioner deems pertinent to the case. It must also include a statement releasing the faculty member's right of confidentiality to whatever records the College has which are pertinent to the conduct of the investigation. It is important to emphasize that this release cannot abrogate the confidentiality of other individuals or committees. The written petition must be received within thirty working days of the date on which the petitioner became aware that the situation was one that constituted a grievance.

- ii. Notification and Written Assurance

Upon receipt of the grievance petition, the Grievance Committee will send written notification to the party against whom the grievance is directed that a grievance has been filed. In addition, the committee will seek written assurance from both parties that they have attempted to work the matter out between themselves. The parties will be allowed five working days to submit such written assurances to the committee.

- iii. Preliminary Investigation
After selection of substitute members (if necessary), the Grievance Committee will conduct a preliminary investigation of the petition. This investigation will involve interviews with the parties as well as the examination of pertinent written records. The committee will decide whether or not the facts merit the initiation of formal proceedings and will notify the petitioner in writing of its decision within 15 working days of the date on which the written petition is received.
- iv. Preliminary Investigation Results
 - a) If the committee rejects the case, and if the petitioner accepts the committee's decision, the case will be closed.
 - b) If the committee rejects the case, the petitioner who disagrees with the decision may re-submit the petition within ten working days of the date that the committee's written rejection is received. In re-submitting a petition, the petitioner must indicate the reasons for resubmission.
 - c) If the committee rejects the petition a second time, the case is to be considered closed unless the petitioner, having first sought the advice of the Executive Committee of the ALC, brings the petition to the floor of the ALC at the next possible meeting.
 - d) If the committee decides to hear the case, it must, before initiating the formal proceedings, attempt to informally mediate the grievance.
- v. Mediating Efforts
Prior to the initiation of formal proceedings, the committee is to take no more than ten working days to settle the matter informally, working with both parties, singly or together, until either a settlement is reached or until it is clear that no settlement is possible by proceeding informally. At the end of this period, the committee must specify in writing, to the parties, the situation as it then exists. If a settlement has been reached, its precise character must be specified in writing and the letter signed by all parties involved.
- vi. Formal Proceedings
 - a) First, immediately upon its decision to hold formal hearings, the committee shall request statements about what occurred or is occurring and why, as well as relevant documents such as relevant contracts, memoranda, letters, etc.
 - b) Second, after notifying parties and witnesses, the committee shall, within fifteen working days of the decision to hold a formal hearing, hold closed hearings in which every party must present its case in the presence of the

other. A faculty member who is one of the parties to a grievance may bring another member of the Saint Mary's faculty to act as an advisor during the hearings.

- c) During the hearings:
 - i.) The chair of the committee will be vested with the power to call meetings to order and to excuse parties whose presence compromises confidentiality or whose behavior is incompatible with the judicious hearing of the case.
 - ii.) Each side shall present its case to the best of its abilities, including witnesses and documents; members of the committee are allowed to interrupt with questions upon receiving the permission of the chair.
 - iii.) Each side will be allowed to question witnesses and to reply to arguments and evidence. With permission of the chair, members of the committee may interrupt to ask questions.
- vii. Committee on Recommendations
Following the formal proceedings, the committee will then retire to make its recommendation, which it will report in writing to each party of the grievance within fifteen working days after the close of the hearings. If a recommendation to the President or the ALC is warranted, the committee must make its findings known to either of them in special written report.
- c. Special Case Grievance Procedures: Procedural Irregularities or Lack of Adequate Consideration in Non-Renewal of a Non-Tenured Member's Contract or in Tenure and Promotion Decision.
 - i. In general, the procedures in such cases shall be the same as those described under General Grievance Procedures: Ordinary Cases, with the following exceptions:
 - ii. General Procedure
The committee shall base its recommendation only on whether or not the procedural irregularities or lack of adequate consideration were of such a kind or degree to have damaged the petitioner's opportunity to be rehired, promoted, or tenured.
 - iii. Definition of Adequate Consideration
Lack of adequate consideration does not mean that the Grievance Committee can substitute its judgment for that of the appropriate decision-making body on the merits of whether the petitioner should be reappointed, promoted, or granted tenure. As presented in various *AAUP Policy Documents and Reports*, the term "adequate consideration" refers primarily to procedural rather than substantive issues, and addresses questions such as: Was the decision conscientiously arrived at? Was all the available evidence bearing on

the relevant performance of the petitioner sought out and considered? Was there adequate deliberation by the decision-making body over the import of the evidence in terms of the relevant standards of the institution? Were irrelevant and improper standards excluded from consideration? Was the decision a bona fide exercise of professional judgment?

- iv. Limits of Committee Responsibilities
The committee's recommendation in such cases shall be either that the petitioner's case be reheard or that it not be reheard.
- v. Recommendation
The committee shall set forth its recommendations and the reasons for them in writing to the parties, and, if necessary, to the President.
- d. Special Case Grievance Procedures: Dismissal for Serious Cause
 - i. The procedures utilized by the Grievance Committee acting as a Hearing Committee in cases involving dismissal for serious cause are delineated in the Governance Manual, Faculty Policies and Procedures.
- e. General Considerations
 - i. Working Days Defined
"Working days" refers to those days of the year when the College is in session; it excludes weekends and vacations. At times when more than one case is current, parties to the grievance must bear in mind that the "working days" limits, set forth above, are subject to the committee's need to set its own schedule of priorities. Where such accommodations are necessary, the Chair of the Grievance Committee must write a letter to all parties explaining the delay and setting forth a new timeline.
 - ii. Except as a master copy, all files pertinent to a particular grievance case must be destroyed 180 working days after the final disposition of the case. Materials which have been received from the faculty member and those obtained from College files are to be returned to those from whom they were received rather than destroyed. The master copy should remain in the Human Resources Office for a period of not less than seven years, after which the master copy should be destroyed.
 - iii. Substitution Rule
Any member of the Grievance Committee who, as a matter of conscience, feels that an objective judgment is impossible in a particular case must request that a substitute be appointed for that case by the Executive Committee of the ALC. Substitutes are to be selected from the group of past members of the Grievance Committee on a last served-first chosen basis until a committee of five impartial members is constructed.
- f. Special Consideration
When the President is involved in a grievance matter, a final decision by the President which is contrary to the recommendations of the Grievance Committee should be made only in exceptional circumstances and for reasons

to be communicated to that committee.

2. Online Academic Excellence Subcommittee (Subcommittee of Curriculum and Graduate Committees)

- A. **MEMBERSHIP** The Online Academic Excellence Subcommittee consists of:
 - a. Two members of the Graduate Committee;
 - b. Two members of the Curriculum Committee; and
 - c. The Director of Instructional Technology.

- B. **RESPONSIBILITY** Following approval of new courses and/or course modifications by either the Curriculum Committee or the Graduate Program Committee, the Online Academic Excellence Subcommittee:
 - a. Evaluates the instructional design and delivery of online courses;
 - b. Approves course websites for online courses.