

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 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, Risk & Legal 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 number 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 and the General Counsel are appointed at the discretion of 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:

- The Executive Team (the officers of the college and the Special Assistant to the President)
- President's Cabinet *the Executive Team and other key administrators and faculty representatives, as determined annually by the President
- Budget Committee
- Committee on Rank and Tenure

- Elected Executive Committee of the Academic Leadership Council (joint report to the Provost)
- President's Circle
- Governance Manual Committee
- President's Committee on Sexual Violence
- Staff Advisory Council

2.3.1.1.4.1. EXECUTIVE TEAM

2.3.1.1.4.1.1. MEMBERSHIP. The President's Executive Team consists of the President, Provost and Senior Vice President, Vice President for Strategy and Finance, Vice President for Mission, Vice President for Advancement, Vice President for Student Enrollment and Engagement, Vice President for Inclusion and Equity, General Counsel, and Special Assistant to the President. The President convenes the meetings of the Executive Team.

2.3.1.1.4.1.2. RESPONSIBILITY. The Executive Team (ET):

2.3.1.1.4.1.2.1. collaborates with the College President to develop and execute the College's strategy. The ET establishes college-wide policy and its members work collaboratively to advance institutional goals. Each year, the ET reviews the strategic plan and identifies annual goals toward its implementation; monitors budget against revenues and makes adjustments if needed; sets the College's revenue targets for the next fiscal year; and develops the next fiscal year budget. The members are key advisors to the President on all matters of concern to their divisions of the College and on general College matters.

2.3.1.1.4.2. PRESIDENT'S CABINET

2.3.1.1.4.2.1. MEMBERSHIP. The President's Cabinet consists of the President, Provost and Senior Vice President, 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.

2.3.1.1.4.2.2. RESPONSIBILITY. The President's Cabinet:

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

2.3.1.1.4.2.2. advises the President on matters of policy and administration.

2.3.1.1.4.3. BUDGET COMMITTEE

2.3.1.1.4.3.1. MEMBERSHIP. The Executive Team serves as the Budget Committee. The Vice President for Strategy and Finance serves as chair.

2.3.1.1.4.3.2. RESPONSIBILITY. The Budget Committee:

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

2.3.1.1.4.3.2.2. reviews proposals to change student or academic fees;

2.3.1.1.4.3.2.3. receives recommendations from the College's Budget Priorities Committee;

2.3.1.1.4.3.2.4. reviews the total College budget and submits a proposed budget to the President for presentation to the Financial Stewardship Committee of the Board of Trustees.

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. PRESIDENT'S CIRCLE
 - 2.3.1.1.4.6.1. 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.
 - 2.3.1.1.4.6.2. RESPONSIBILITY. Members provide historical perspective, vision and counsel.
- 2.3.1.1.4.7. GOVERNANCE MANUAL COMMITTEE
 - 2.3.1.1.4.7.1. 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.
 - 2.3.1.1.4.7.2. 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 ensure consistency with the Governance Manual.
- 2.3.1.1.4.8. PRESIDENT'S COMMITTEE ON SEXUAL VIOLENCE
 - 2.3.1.1.4.8.1. MEMBERSHIP. Faculty, staff, students and administrators designated by the President.
 - 2.3.1.1.4.8.2. 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.
- 2.3.1.1.4.9. STAFF ADVISORY COUNCIL
 - 2.3.1.1.4.9.1. 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 one-year term. The Director of Human Resources serves as chair.

2.3.1.1.4.9.2. **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:

- 2.3.1.1.4.9.2.1. contribute to the College's culture of community and recognition;
- 2.3.1.1.4.9.2.2. provide a forum for the exchange of information;
- 2.3.1.1.4.9.2.3. enhance staff morale by promoting a positive and collaborative campus environment;
- 2.3.1.1.4.9.2.4. increase levels of awareness and understanding; and
- 2.3.1.1.4.9.2.5. foster a campuswide 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 Executive Team and the 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 Educational Stewardship Committee;
- 2.3.1.2.2.4. generally serves as a 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 ten-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 and offices 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 unit budget in consultation with unit budget supervisors 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. leads the College faculty in continual review and improvement of the undergraduate and graduate 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 and Dean of Graduate Studies 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. serves as Deputy Title IX Coordinator for matters relating to faculty;

2.3.1.3.1.2.2. serves as Research Integrity Officer for the College;

2.3.1.3.1.2.3. serves as a member of the Provost's Council;

2.3.1.3.1.2.4. manages part-time faculty requests and budget;

2.3.1.3.1.2.5. provides oversight to insure effective, efficient scheduling of courses, and assignment of faculty loads;

2.3.1.3.1.2.6. serves as a voting *ex officio* member of relevant Councils and Committees or appoints a designee to do so;

2.3.1.3.1.2.7. represents the College in designated professional associations and functions as requested by the Provost;

2.3.1.3.1.2.8. in collaboration with the Dean of Student Academic Services, provides oversight to the continuing development, implementation, and assessment of the General Education program;

2.3.1.3.1.2.9. oversees graduate programs

2.3.1.3.1.2.10. Supervises graduate program directors, overseeing the quality of graduate education, its assessment, and the development of new programs

2.3.1.3.1.2.11. manages and reviews all budgets related to graduate studies;

2.3.1.3.1.2.12. Chairs the Graduate Program Committee and other ad hoc committees related to graduate programs.

2.3.1.3.1.2.13. performs other duties requested by the Provost.

2.3.1.3.2. DEAN OF STUDENT ACADEMIC SERVICES

2.3.1.3.2.1. 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.

2.3.1.3.2.2. AUTHORITY AND RESPONSIBILITY. The Dean of Student Academic Services is directly responsible to the Provost. The Dean of Student Academic Services:

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

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

2.3.1.3.2.2.3. Coordinates and promotes collaboration across the offices of the Student Academic Services unit, faculty, and other College units.

2.3.1.3.2.2.4. Coordinates with Institutional Research to assess effectiveness of unit goals and outcomes as well as to make data-informed decisions.

2.3.1.3.2.2.5. Oversees academic matters of all students with regard to academic advising, academic policies, and academic progress.

2.3.1.3.2.2.6. Oversees creation of the course schedule to best meet student needs and meet enrollment demands.

2.3.1.3.2.2.7. 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.

2.3.1.3.2.2.8. Oversees accommodations for students with disabilities.

2.3.1.3.2.2.9. Chairs the Academic Standards Committee.

2.3.1.3.2.2.10. Collaborates with academic administrators to coordinate General Education Program course offerings.

2.3.1.3.2.2.11. Serves on the Curriculum Committee, General Education Program Oversight Committee, Writing Proficiency Program Committee, and other committees/councils designated by the Provost.

2.3.1.3.2.2.12. Represents the College at designated functions as requested by the Provost.

2.3.1.3.2.2.13. Participates and serves as part of the Academic Affairs Division while leading initiatives as determined by the Provost.

2.3.1.3.2.2.14. Performs other duties as designated by the Provost.

2.3.1.3.2.3. DIRECT REPORTS

The following administrative positions are directly responsible to the Dean of Student Academic Services:

- Director of Academic Advising
- Director of Accessibility Resource Office
- Director of Career Crossings
- Registrar
- Director of Student Success
- Director of the Writing and Tutoring Center

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

2.3.1.3.3. DIVISION DIRECTOR

2.3.1.3.3.1. APPOINTMENT and TERM. A Division Director is appointed by the President upon the recommendation of the Provost after consultation with members of the departments. The Division Director reports to the Provost and holds this position at the discretion of the President and the Provost. Normally the term of appointment is three years; renewal is possible after consultation with the divisional faculty and reappointment by the provost.

2.3.1.3.3.2. AUTHORITY AND RESPONSIBILITIES.

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

2.3.1.3.3.2.2. Represents the division on the Provost's Council and ensures communication between Provost/Provost's Council and divisional faculty

2.3.1.3.3.2.3. Provides logistical support and advocacy for divisional programs.

2.3.1.3.3.2.4. Manages and leads division personnel:

2.3.1.3.3.2.4.1. Supervises and supports department chairs and program directors within their division

2.3.1.3.3.2.4.2. Calls regular divisional meetings

2.3.1.3.3.2.4.3. 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;

- 2.3.1.3.3.2.4.4. Advises and supports department chairs and undergraduate program directors on the preparation of their annual academic program reports and resource requests.
- 2.3.1.3.3.2.4.5. Reviews annual faculty reports for divisional faculty and discusses the results of these reviews with the department chair and Provost as needed, with a particular focus on the renewal and progress of pre-tenure faculty
- 2.3.1.3.3.2.4.6. 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 *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 Director¹
 - 2.3.1.3.2.2.4.6.1. Reviews and signs off on faculty grant and sabbatical proposals to ensure plan for course coverage and release, reassigned or leave time
 - 2.3.1.3.2.2.4.6.2. Maintains professional files for divisional staff and faculty.
- 2.3.1.3.3.2.5. Oversees the divisional schedule and course offerings in collaboration with the Associate Provost, Dean of Academic Services, and Department Chairs to ensure that student academic needs are met; that faculty workload assignments are accurate and equitable; and that the schedule promotes financial sustainability
 - 2.3.1.3.3.2.5.1. Ensures accurate faculty course load assignments
 - 2.3.1.3.3.2.5.2. Works with department chairs to identify part-time faculty needs
- 2.3.1.3.3.2.6. Works with the provost, associate provost, department chairs and/or program directors on planning, assessment, and curriculum development within the division
- 2.3.1.3.3.2.7. Supervises divisional department chair and program directors and their management of operating budgets and restricted funds

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

- 2.3.1.3.3.2.7.1. In consultation with Department Chairs and Program Directors, submits annual operating departmental budgets to Provost
- 2.3.1.3.3.2.7.2. Reviews IT, capital, and non-capital requests from departments that are presented to the Provost through the annual report process
- 2.3.1.3.3.2.7.3. Deliberates on academic resource requests college-wide as a member of the Provost's Council and makes recommendations to the Provost

2.3.1.3.4. DEPARTMENT CHAIR

2.3.1.3.4.1. APPOINTMENT and TERM. A Department Chair is appointed by the Provost upon the recommendation of the Division Director and after consultation with the members of the department. A Chair holds this position at the discretion of the President and the Provost. Normally the appointment is for three years and may be renewed for an additional term; reappointment by the Provost may be made after consultation with the department. The Chair reports directly to the Division Director.

2.3.1.3.4.2. AUTHORITY AND RESPONSIBILITY. The Department Chair:

2.3.1.3.3.2.1. Manages advising in the department:

- 2.3.1.3.3.2.1.1. Oversees the assignment of advisors and ensures the advising and registration of students who major and minor in departmental programs;
- 2.3.1.3.3.2.1.2. Is consulted by Student Academic Services in cases of transfer students where prior transfer equivalences have not been established.
- 2.3.1.3.3.2.1.3. Oversees the review of Formal Petitions to Major and Degree Petitions;
- 2.3.1.3.3.2.1.4. Oversees the submission of individual waivers, learning contracts for research and independent study courses, and substitutions within the major or minor;
- 2.3.1.3.3.2.1.5. Oversees the maintenance of student major and minor files;
- 2.3.1.3.3.2.1.6. Oversees the senior comprehensives including scheduling, collecting faculty feedback, and grade reporting;
- 2.3.1.3.3.2.1.7. Mediates faculty-student issues.

- 2.3.1.3.3.2.2. Collaborates with department faculty, the Division Director, the Associate Provost, the Provost, and appropriate committees as needed for the department's oversight of its curricula
- 2.3.1.3.3.2.3. Develops the department schedule and submits it to the Division Director:
 - 2.3.1.3.3.2.3.1. Ensures that programmatic and general education responsibilities are met
 - 2.3.1.3.3.2.3.2. Resolves schedule conflicts with other departments;
 - 2.3.1.3.3.2.3.3. Delineates room assignment preferences and makes efficient use of space.
- 2.3.1.3.3.2.4. Represents department needs and interests, communicates them to the Division Director, and works with Division Director to resolve identified personnel, scheduling, budget, communications, or curriculum issues:
 - 2.3.1.3.3.2.4.1. Prepares annual program report and resource requests in consultation with the Division Director. Submits final annual program report to the Provost and Division Director.
 - 2.3.1.3.3.2.4.2. Ensures department/program representation at official functions of the College (such as Admission events);
 - 2.3.1.3.3.2.4.3. Manages departmental operating budgets and all restricted funds within the department;
 - 2.3.1.3.3.2.4.4. In consultation with the Division Director, addresses facilities issues as they relate to departmental needs.
- 2.3.1.3.3.2.5. Mentors and supports pre-tenure faculty:
 - 2.3.1.3.3.2.5.1. Specifically works with new faculty on teaching matters, including the interpretation of course evaluations;
 - 2.3.1.3.3.2.5.2. Provides formative evaluation of classroom instruction;
 - 2.3.1.3.3.2.5.3. 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 Director².

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

2.3.1.3.3.2.6. Reviews and responds to annual faculty reports for department faculty and discusses the results of these reviews with the Division Director.

2.3.1.3.3.2.7. Department administration:

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

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

2.3.1.3.3.2.7.3. Collaborates with Advancement and the Provost on issues of fundraising

2.3.1.3.5. GRADUATE PROGRAM DIRECTORS

2.3.1.3.4.1. APPOINTMENT. Graduate program directors are appointed by the President upon the recommendation of the Provost after consultation with the members of the department. Graduate Program Directors report directly to the Associate Provost and Dean of Graduate Studies. In their roles as department faculty, they report to the department chair.

2.3.1.3.4.2. AUTHORITY AND RESPONSIBILITY. The Graduate Program Director:

2.3.1.3.4.2.1. Supervises the graduate program curriculum, ensuring its quality

2.3.1.3.4.2.1.1. Oversees program assessment and accreditation

2.3.1.3.4.2.1.2. Manages curricular change, improvement, and development in response to assessment and student needs

2.3.1.3.4.2.1.3. Coordinates with clinical or field supervisors, if applicable

2.3.1.3.4.2.2. Manages graduate advising in the program

2.3.1.3.4.2.2.1. Oversees the assignment of advisors and ensures the advising and registration of enrolled students

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

2.3.1.3.4.2.2. Oversees the maintenance of student files

2.3.1.3.4.2.3. Mediates faculty-student issues within the graduate program.

2.3.1.3.4.2.3. Proposes graduate program teaching schedule to the Dean of Graduate Studies after coordination with the department chair

2.3.1.3.4.2.4. Manages graduate program budgets

2.3.1.3.4.2.5. Participates in marketing and recruitment

2.3.1.3.4.2.5.1. Consults on graduate program marketing and recruitment with Admissions and the Dean of Graduate Studies on marketing messaging

2.3.1.3.4.2.5.2. Participates in or coordinating faculty, student, and/or alumni participation in recruitment and new student orientation events

2.3.1.3.4.2.6. Serves on the Graduate Program Committee

2.3.1.3.6. CLINICAL DIRECTOR

2.3.1.3.5.1. Clinical Directors who supervise clinics that support graduate programs primarily report to the Dean of Graduate Studies. Educational goals for the program should be set collaboratively with the relevant graduate program director and the dean.

2.3.1.3.5.2. Clinical Directors supervise all aspects of clinical education, and are responsible for budget oversight; clinical faculty assignments and oversight; and student clinical assignments.

2.3.1.3.5.3. Clinical faculty report to the Clinical Director for their clinical placement and oversight, but report to the department chair for other faculty responsibilities (e.g., department meeting attendance)

2.3.1.3.7. DIRECTORS AND COORDINATORS OF THE INTERDISCIPLINARY PROGRAMS

Directors and coordinators of undergraduate interdisciplinary programs are appointed by the Provost after consultation with the faculty. They report to the division director in which the program is housed and are responsible for curriculum development, program assessment, scheduling coordination, student advisement oversight in the program, and the mediation of faculty-student issues.

Directors of graduate interdisciplinary programs report to the Associate Provost and Dean of Graduate Studies.

2.3.1.3.8. OTHER DIRECT REPORTS TO THE PROVOST

The following administrative roles are directly responsible to the Provost:

- Director of the Center for Academic Innovation (CAI)
- Director of the Center for Women’s Intercultural Leadership (CWIL)
- Director of the Office Academic Research, Grants, and Sponsored Programs
- Director of the CUSHWA-LEIGHTON Library
- Director of the Global Education Office
- Director of the Spark lab
- Director of Grants and Sponsored Programs

Information regarding the directors’ responsibilities is contained in a job description available in the Office of Human Resources.

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. The 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 students 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. provides education and consultation on request.

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. LEARNING COMMONS DIRECTORS' ROUNDTABLE.

2.3.1.4.2.1. Composition: The Learning Commons Directors' Roundtable Membership consists of the directors of the units located in the learning commons. Supervisors of those directors attend at the discretion of the committee.

Purpose: The Roundtable supports planning, implementation, and collaboration among the units of the learning commons to promote integrated student services. The Roundtable should be consulted on major changes to the building or changes in the composition of the units that make the learning commons.

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

2.3.1.4.3.1. 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.

2.3.1.4.3.2. RESPONSIBILITY – The Teaching, Learning, and Technology Roundtable:

- 2.3.1.4.3.2.1. 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;
- 2.3.1.4.3.2.2. studies and recommends the acquisition and placement of information technologies for teaching and learning purposes;
- 2.3.1.4.3.2.3. 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;
- 2.3.1.4.3.2.4. forms a subcommittee reporting to the Associate Provost to assess classroom needs of all types and recommends classroom improvements.
- 2.3.1.4.3.2.5. develops requirements and procedures for review of online courses in consultation with the Director of Instructional Design and Technology.

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

2.3.1.4.4.1. 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).

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

2.3.1.4.4.2.1. nominates the ordinary members as openings arise;

2.3.1.4.4.2.2. makes policy decisions congruent with the philosophy and goals of the Writing Proficiency Program;

2.3.1.4.4.2.3. forwards to the appropriate curricular or academic committees of the College its recommendations for policy or other changes;

2.3.1.4.4.2.4. receives recommendations for changes in the Writing Proficiency Program from members of the Writing Proficiency Committee and from the larger academic community;

2.3.1.4.4.2.5. approves or disapproves exceptions to the transfer-student portfolio review policy administered by the Director of Academic Advising and Registrar;

2.3.1.4.4.2.6. serves as reviews for students who appeal the decision to deny the W;

2.3.1.4.4.2.7. keeps the Associate Provost informed about the Writing Proficiency Program's current policies and procedures.

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

2.3.1.4.5.1. 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.

2.3.1.4.5.2. RESPONSIBILITY – The Writing Proficiency Committee

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

2.3.1.4.6. ACADEMIC RESEARCH GRANTS COMMITTEE (reports to the Associate Provost)

2.3.1.4.6.1. MEMBERSHIP – The Academic Research Grants Committee consists of the Faculty Director of Academic Research, Grants, and Sponsored Programs, 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 SISTAR 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 SISTAR 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 Academic Research and 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.

2.3.1.4.6.2. RESPONSIBILITY – The Academic Research and Grants Committee:

- 2.3.1.4.6.2.1. reviews the guidelines and forms used by the Committee;
- 2.3.1.4.6.2.2. distributes the guidelines and application forms to all full-time faculty in a timely fashion;
- 2.3.1.4.6.2.3. reviews applications and determines awards;

2.3.1.4.6.2.4. receives reports on the activity from award recipients.

2.3.1.4.6.3. PROCEDURES

2.3.1.4.6.3.1. DEADLINES Deadlines are provided by the Academic Research Office for each of the grants.

2.3.1.4.6.3.2. ELIGIBILITY

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

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

2.3.1.4.6.3.2.3. 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.

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

2.3.1.4.6.3.2.5. Persons on terminal contracts are not eligible.

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

2.3.1.4.6.3.3. RESPONSIBILITIES OF THE RECIPIENT

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

2.3.1.4.6.3.3.2. Recipients must file a written report with the Associate Provost, sending a copy to the Chair of the Faculty Director of the Academic Research and Grants Committee 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.

2.3.1.4.6.3.3.3. 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.

2.3.1.4.7. ADVISORY COMMITTEE ON GLOBAL EDUCATION (reports to the Director of the Global Education Office) – The Advisory Committee on Global Education guides decisions and directions of the international and intercultural education at Saint Mary’s.

2.3.1.4.7.1. 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 Global Education Assistant Directors, and the Director of the Global Education Office.

2.3.1.4.7.2. RESPONSIBILITY – The Advisory Committee on Global Education:

2.3.1.4.7.2.1. 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;

2.3.1.4.7.2.2. reviews proposals for global study and travel grants and departmental materials grants;

2.3.1.4.7.2.3. 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.

2.3.1.4.8. 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.

2.3.1.4.8.1. 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.

2.3.1.4.8.2. RESPONSIBILITY – The Advisory Committee for CWIL Scholarship:

2.3.1.4.8.2.1. reviews and approves faculty travel grants;

2.3.1.4.8.2.2. reviews and approves group travel grants;

2.3.1.4.8.2.3. advises CWIL Director and staff on speakers and visiting scholars;

2.3.1.4.8.2.4. advises CWIL Director on the Status of Girls project

2.3.1.4.9 LIBRARY COMMITTEE (Reports to the Director of the Library)

2.3.1.4.8.2.5. 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.

2.3.1.4.8.2.6. RESPONSIBILITY

2.3.1.4.8.2.6.1. makes policy recommendations for the improvement of library services;

2.3.1.4.8.2.6.2. studies and makes recommendations for the acquisition and placement of library materials;

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

2.3.1.5. VICE PRESIDENT FOR STRATEGY AND FINANCE

2.3.1.5.1. APPOINTMENT – The appointment of the 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 Vice President for Strategy and Finance holds the office at the discretion of the President.

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

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

2.3.1.5.2.2. supervises human resources and related affairs;

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

2.3.1.5.2.4. supervises the the implementation and oversight of information technology and technological investments;

- 2.3.1.5.2.5. oversees the implementation of enterprise risk management, in coordination with the Board of Trustees;
 - 2.3.1.5.2.6. oversees the management of the auxiliary services of the College, including food service operations, catering services, and the bookstore;
 - 2.3.1.5.2.7. provides periodic financial reports for presentation to the Board of Trustees and other reports as may be requested;
 - 2.3.1.5.2.8. aids the President in the preparation of the budget;
 - 2.3.1.5.2.9. oversees the management of contract and purchasing programs;
 - 2.3.1.5.2.10. directs the preparation of quarterly reports on all College, departmental, and divisional budgets;
 - 2.3.1.5.2.11. ensures that legal documents and instruments are properly executed;
 - 2.3.1.5.2.12. manages and maintains all College property;
 - 2.3.1.5.2.13. invests the College funds and reports to the Board of Trustees on the investment of those funds;
 - 2.3.1.5.2.14. appoints, with the approval of the President, such assistants as are needed;
 - 2.3.1.5.2.15. 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 College's Budget Priorities Committee; and is a member of the President's Executive Team;
 - 2.3.1.5.2.16. represents the College in designated professional associations and functions as requested by the President;
 - 2.3.1.5.2.17. performs other duties requested by the President.
- 2.3.1.5.3. OFFICE OF THE VICE PRESIDENT FOR STRATEGY AND FINANCE – The following administrators report to and are immediately responsible to the Vice President for Strategy and Finance. Information regarding the directors' responsibilities are contained in a job description available in the Office of Human Resources.

2.3.1.5.3.1. CHIEF INFORMATION OFFICER

2.3.1.5.3.2. CONTROLLER

2.3.1.5.3.3. DIRECTOR OF FACILITIES

2.3.1.5.3.4. DIRECTOR OF HUMAN RESOURCES

2.3.1.5.3.5. DIRECTOR OF PURCHASING

2.3.1.8.4. COMMITTEES OF THE SENIOR VICE PRESIDENT FOR STRATEGY AND FINANCE

2.3.1.8.4.1. COLLEGE BUDGET PRIORITIES COMMITTEE

2.3.1.8.4.1.1. MEMBERSHIP. The College Budget Priorities Committee consists of the Director of Human Resources, the Associate Vice President for Advancement, the Director of Admissions, the Provost or designee, and at least three faculty members. Faculty include one member of the Faculty Compensation Committee of the Academic Leadership Council, an appointed member of the Department of Business and Economics, an appointed member of a graduate program, and one additional elected faculty member. This committee is chaired by the Vice President for Strategy and Finance and staffed by the Senior Financial Planning Analyst.

2.3.1.8.4.1.2. RESPONSIBILITY. The College Budget Priorities Committee:

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

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

2.3.1.8.4.1.2.3. contributes to discussions on such matters as budget deficit/surplus, policy definition, and the funding of College initiatives pertaining to both near- and longer-term financial models;

2.3.1.8.4.1.2.4. provides guidance and recommendations regarding the sharing of budget information and financial decisions to the College community

2.3.1.6. VICE PRESIDENT FOR MISSION

- 2.3.1.6.1. 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.
- 2.3.1.6.2. AUTHORITY AND RESPONSIBILITY – The Vice President for Mission is directly responsible to the President of the College. The Vice President for Mission:
- 2.3.1.6.2.1. develops and implements education that animates the community around the charism of the Sisters of the Holy Cross—not only their history and values, but also their ongoing lived mission, a mission that the College is a part of;
 - 2.3.1.6.2.2. guides processes 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;
 - 2.3.1.6.2.3. 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;
 - 2.3.1.6.2.4. advises and assists the President and exercises collaborative leadership in the process of mission integration across all sectors of Saint Mary's College;
 - 2.3.1.6.2.5. convenes and chairs the Mission Council of the College which is designed to coordinate mission activities;
 - 2.3.1.6.2.6. leads a periodic assessment of the effectiveness and relevance of the College's mission fulfillment and Catholic identity;
 - 2.3.1.6.2.7. encourages the integration of mission and values in the processes of strategic planning, budgeting, marketing, policy, and decision making;
 - 2.3.1.6.2.8. plans and participates in an annual 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;
 - 2.3.1.6.2.9. 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;

2.3.1.6.2.10. chairs the Sustainability Committee, serves on the Inclusion and Equity Advisory Council;

2.3.1.6.2.11. serves as staff advisor for the Board of Trustees Mission Stewardship Committee; and

2.3.1.6.2.12. performs other duties requested by the President.

2.3.1.6.3. 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.

2.3.1.6.3.1. DIRECTOR OF THE CENTER FOR THE STUDY OF SPIRITUALITY

2.3.1.6.3.2. DIRECTOR OF CENTER FOR FAITH, ACTION, AND MINISTRY

2.3.1.6.4. COMMITTEES OF THE VICE PRESIDENT FOR MISSION

2.3.1.6.4.1. MISSION COUNCIL

2.3.1.6.4.1.1. MEMBERSHIP – The Mission Council consists of representatives from all campus constituencies and two elected faculty members. The Vice President for Mission serves as chair.

2.3.1.6.4.1.2. RESPONSIBILITY – The Mission Council:

2.3.1.6.4.1.2.1. encourages members of the College community to learn about the Congregation of the Sisters of the Holy Cross, its history, and tradition as they relate to the College;

2.3.1.6.4.1.2.2. supports a culture of understanding the College's mission and integrating that mission across the College;

2.3.1.6.4.1.2.3. promotes objectives and programs that highlight the mission and values of the College;

2.3.1.6.4.1.2.4. participates in the selection of the recipient of the Lumen Christi award, Unsung Hero award (*Caritas Canantes*) and the Jane O'Rourke Bender award;

2.3.1.6.4.1.2.5. supports the Vice President’s work to ensure that religious symbolism and spiritual art is present and appropriate at the College.

2.3.1.6.4.2. SUSTAINABILITY COMMITTEE

2.3.1.6.4.2.1. MEMBERSHIP - The Sustainability Committee consists of the Vice President for Mission, Director of Facilities, Manager of Saint Mary’s Campus Dining Services, the Chair of the Environmental Studies Department, Education Director of the Sustainable Farm, College Compliance Officer, a Director from Student Affairs, Assistant Director of Justice and Solidarity, a representative from the Sisters of the Holy Cross, 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.

2.3.1.6.4.2.2. RESPONSIBILITY – The Sustainability Committee:

2.3.1.6.4.2.2.1. advises the Vice President for Mission on sustainability and other matters of environmental concern.

2.3.1.6.4.2.2.2. shares and facilitates coordination across departments, divisions and constituencies to enhance sustainability initiatives and practices between the College and neighboring communities.

2.3.1.6.4.2.2.3. supports sustainability practices across campus. This may include, but not be limited to: engage in consciousness raising, assist in implementing green initiatives, identifying sustainability needs for strategic planning.

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

2.3.1.7. VICE PRESIDENT FOR ADVANCEMENT

2.3.1.7.1. 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.

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

2.3.1.7.2.1. develops and supervises programs in alumnae relations, development, marketing and communications campus experience and events, and pre-college events;

2.3.1.7.2.2. assists the President in raising resources for the College and is responsible for designing and executing a comprehensive, integrated advancement strategy and the necessary infrastructure to further elevate a high-performing operation which will best position the College to respond to the evolving nature of philanthropy;

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

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

2.3.1.7.2.5. 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;

2.3.1.7.2.6. develops a comprehensive marketing and communications plan to elevate and support deployment of the College's brand platform and enrollment efforts;

2.3.1.7.2.7. supervises the management and execution of all campus and external community events held at the College;

2.3.1.7.2.8. advises the Board of Trustees Financial Stewardship Committee, serves as an advisor to the Board of Trustees Trusteeship Committee, serves on the Executive Team, and the College Budget Committee;

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

2.3.1.7.3. **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.

2.3.1.7.3.1. **ASSOCIATE VICE PRESIDENT FOR ADVANCEMENT**

- 2.3.1.7.3.2. EXECUTIVE DIRECTOR OF ALUMNAE AND ADVANCEMENT
- 2.3.1.7.3.3. EXECUTIVE DIRECTOR OF MARKETING AND COMMUNICATIONS
- 2.3.1.7.3.4. EXECUTIVE DIRECTOR OF ADVANCEMENT OPERATIONS
- 2.3.1.7.3.5. DIRECTOR OF CAMPUS EXPERIENCES AND EVENTS
- 2.3.1.7.3.6. DIRECTOR OF PRE-COLLEGE PROGRAMS AND STRATEGIC INITIATIVES
- 2.3.1.6.4. COMMITTEES OF THE VICE PRESIDENT FOR ADVANCEMENT
 - 2.3.1.6.4.1. PARENTS COUNCIL
 - 2.3.1.6.4.1.1. 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.
 - 2.3.1.6.4.1.2. 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.
- 2.3.1.8. VICE PRESIDENT FOR STUDENT ENROLLMENT AND ENGAGEMENT
 - 2.3.1.8.1. 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 at the discretion of the President.
 - 2.3.1.8.2. 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:
 - 2.3.1.8.2.1. Integrates and coordinates Enrollment Management and Student Affairs personnel in ways that maximize integration of mission and purpose;

- 2.3.1.8.2.2. 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 and Campus Life, Student Involvement, Residence Life, Community Standards,, Health and Counseling, Campus Safety, Athletics and Recreation, Retention Strategies, and Belles Against Violence;
- 2.3.1.8.2.3. collaborates on related enrollment management issues with Academic Affairs, and the Associate Provost/Dean of Graduate Studies related to any grants; contributes to other committees, including retention;
- 2.3.1.8.2.4. develops the philosophy and policies of the Division of Student Enrollment and Engagement according to the objectives and purposes of the College;
- 2.3.1.8.2.5. oversees the development of strategic enrollment marketing plan;
- 2.3.1.8.2.6. evaluates effectiveness of recruitment practices and financial aid policies;
- 2.3.1.8.2.7. tracks enrollment trends within and outside Saint Mary's;
- 2.3.1.8.2.8. educates the Saint Mary's community on the goals, objectives, achievements and challenges of the undergraduate enrollment management operation and strategic plan;
- 2.3.1.8.2.9. monitors student satisfaction and attrition patterns;
- 2.3.1.8.2.10. works with Executive Director of Retention Strategy and the Academic Affairs Office to develop early intervention programs for enrolled students at risk;
- 2.3.1.8.2.11. advises the Board of Trustees Educational Stewardship;
- 2.3.1.8.2.12. supervises the preparation of the Student Handbook and other publications and announcements of the Division;
- 2.3.1.8.2.13. develops a student environment at the College conducive to the spiritual, personal, intellectual, and social growth of students;
- 2.3.1.8.2.14. examines the dynamics/experiences for first year students and collaborates with relevant offices to bring about institutional changes to

improve these dynamics/experiences;

- 2.3.1.8.2.15. Fosters student leadership development in all areas of student life;
 - 2.3.1.8.2.16. advises the Board of Trustees on progress throughout the enrollment cycle and on issues relevant to student life through the Educational Stewardship Committee of the Board; serves on the President's Executive Team, and Inclusion and Equity Advisory Council;
 - 2.3.1.8.2.17. prepares, submits, and monitors the annual budget in coordination with directors;
 - 2.3.1.8.2.18. appoints, with the approval of the President, other staff as are needed;
 - 2.3.1.8.2.19. annually reviews the performance of each administrator within the Division;
 - 2.3.1.8.2.20. represents the College in designated professional associations and functions as requested by the President;
- 2.3.1.8.3. 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.
- 2.3.1.8.3.1. EXECUTIVE DIRECTOR OF RETENTION STRATEGIES
 - 2.3.1.8.3.2. DEAN OF STUDENTS
 - 2.3.1.8.3.3. DEAN OF ENROLLMENT MANAGEMENT AND MARKETING
 - 2.3.1.8.3.4. DIRECTOR OF STUDENT FINANCIAL SERVICES
 - 2.3.1.8.3.5. DIRECTOR OF HEALTH AND COUNSELING
 - 2.3.1.8.3.6. DIRECTOR OF ATHLETICS AND RECREATION
- 2.3.1.7.4. COMMITTEES OF THE VICE PRESIDENT ENROLLMENT AND ENGAGEMENT ADMINISTRATORS
- 2.3.1.7.4.1. RETENTION COMMITTEE

2.3.1.7.4.1.1. **MEMBERSHIP.** The Retention Committee is chaired by the Executive Director of Retention Strategies. Membership includes the Membership includes the Dean of Student Academic Services, Associate Dean of Students, Director of Accessibility Resource Office, Director of Athletics, Director of Building and General Services, Director of Career Crossings, Director of Health and Counseling, Director of Institutional Research, Director of International Students and Multicultural Services, Director of Residence Life, Director of Student Success, Registrar, Associate Director of Admission, Associate Director of Financial Aid, Associate Director of Student Equity, a representative from Center for Faith, Action, and 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.

2.3.1.7.4.1.2. **RESPONSIBILITY.** The Retention Committee:

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

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

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

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

2.3.1.7.4.1.2.5. gathers peer data.

2.3.1.7.4.2. **STUDENT AFFAIRS COUNCIL**

2.3.1.7.4.2.1. **MEMBERSHIP.** The Student Engagement Council VPSEE/or designee oversees the council: the Vice President for Student Enrollment and Engagement; the Dean of Students; the Dean of Enrollment Management and Marketing, the Director of International Students and Multicultural Services, two directors within the Division of Student Enrollment and Engagement; two faculty members; one member of the Division for Mission; the Student Body President or their designee, the Student Government Association Vice President or their designee, the

President of the Residence Hall Association or their designee, and the President of the Student Diversity Board or their designee. Faculty members are appointed by the ALC. The two Directors have staggered appointments. The Vice President of Student Enrollment and Engagement or designee serves as Chair.

2.3.1.7.4.2.2. RESPONSIBILITY. The Student Engagement Council:

2.3.1.7.4.2.2.1. advises the President of the College on policies which affect all aspects of student life;

2.3.1.7.4.2.2.2. advises the President on the procedures in the search for a Vice President for Student Enrollment and Engagement;

2.3.1.7.4.2.2.3. proposes policies and participates in the selection of the Student Trustee and selects Jablonski-Diehl Student Government Scholarship awardees

2.3.1.7.4.2.2.4. provides a campus-wide forum for the discussion of student life;

2.3.1.7.4.2.2.5. serves as a forum for input from students and faculty regarding the programs and services in the Division of Student Enrollment and Engagement;

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

2.3.1.9. VICE PRESIDENT FOR INCLUSION AND EQUITY

2.3.1.9.1 APPOINTMENT – The Vice President for Inclusion and Equity is appointed by the President after appropriate consultation with the faculty. The Vice President for Inclusion and Equity holds office at the discretion of the President.

2.3.1.9.2. AUTHORITY AND RESPONSIBILITY – The Vice President for Inclusion and Equity is directly responsible to the President. The Vice President for Inclusion and Equity:

2.3.1.9.2.1. leads the development and implementation of proactive inclusion and equity initiatives in support of the College's strategic plan to create a welcoming, diverse community where all have an opportunity to succeed.

2.3.1.9.2.2. champions the importance and value of an inclusive college environment and leads the development of a vision and effective strategy to create a culture for equity and inclusion in all areas of diversity.

2.3.1.9.2.3. engages students, faculty, and staff to further behaviors, attitudes, and policies that support diversity, equity, inclusion, and justice.

2.3.1.9.2.4. collaborates with College stakeholders to assess potential barriers and to develop strategies to recruit and retain a diverse workforce.

2.3.1.9.2.5. collaborates with college stakeholders to assess the need for, and to recommend training initiatives on, cultural competency, gender differences, disability, sexual harassment, and other topics designed to increase awareness and support of equity and inclusion values.

2.3.1.9.2.6. plans, guides, and advises the President and Executive Team on diversity, equity, inclusion and affirmative action matters. Collaborates with College leadership to create, implement and monitor programs designed to ensure fair and equitable treatment of students, faculty and staff.

2.3.1.9.2.7. leads the College in implementing strategic initiatives, including the creation of a culture for equity, diversity, inclusion, and justice. Partners with campus leaders, faculty, students, staff, and internal and external constituencies to ensure programming supports the College's values and strategic goals.

2.3.1.9.2.8. works with Director of Human Resources and General Counsel to provide strategic direction for training initiatives on cultural competency, gender differences, sexual harassment, building a climate of equity and inclusion, and other topics designed to increase awareness and support of equity and inclusion values, and maintaining compliance with applicable laws in collaboration with College stakeholders.

2.3.1.9.2.9. promotes College commitment to a climate of equity, diversity, inclusion, and justice through interaction with all student clubs and other College entities that specifically engage in efforts to address issues of equity, diversity, inclusion, and justice.

2.3.1.9.2.10. participates in various activities regarding student and faculty recruitment and works in conjunction with the Office for Multicultural and International Student Services, the Office for Student Equity, the division for Student Enrollment and Engagement and Human Resources to coordinate programs for underrepresented groups.

2.3.1.9.2.11. represents the College to external community, organizations, and agencies. Collaborates with external and internal constituency groups to promote and advance diversity, equity, inclusion, and justice.

2.3.1.9.2.12. works in conjunction with Director of Human Resources and campus Title IX Coordinator to review and develop strategies involving Affirmative Action, including Affirmative Action for Protected Veterans, Equal Employment Opportunity, Title IX and other applicable regulations.

2.3.1.9.2.13. establishes and maintains an internal audit and reporting system to allow for effective measurement of College programs. Assesses and monitors program effectiveness and keeps management informed of progress and issues through periodic reports.

2.3.1.9.2.14. working with the Director of Human Resources, gathers, researches and analyzes data for use in statistical calculations and reporting in order to meet federal and state requirements, including creating workforce analysis reports. Conducts annual Climate Survey, analyzes results, and makes recommendations for action.

2.3.1.9.2.15. manages the department budget, including developing budget proposals, justifying expenses and monitoring accounts.

2.3.1.9.2.16. chairs Inclusion and Equity Council; advises the Board of Trustees Mission Stewardship and Trusteeship Committees.

2.3.1.9.2.17. performs other duties requested by the President.

2.3.1.9.3. DIVISION FOR INCLUSION AND EQUITY ADMINISTRATORS – The following administrators report to and are immediately responsible to the Vice President for Inclusion and Equity. Information regarding their responsibilities is contained in job descriptions available in the Human Resources Office.

2.3.1.9.3.1. DIRECTOR OF MULTICULTURAL AND INTERNATIONAL STUDENT SERVICES

2.3.1.9.3.2. DIRECTOR OF WOMEN'S ENTREPRENEURSHIP INITIATIVE

2.3.1.9.3.3. DIRECTOR OF THE OFFICE FOR STUDENT EQUITY

2.3.1.9.3.4. TITLE IX OFFICER

2.3.1.9.3.5. DIRECTOR FOR ACADEMIC INCLUSION & EXCELLENCE

2.3.1.9.4. COMMITTEES OF THE VICE PRESIDENT FOR INCLUSION AND EQUITY

2.3.1.9.4.1. INCLUSION AND EQUITY ADVISORY COUNCIL

2.3.1.9.4.1.1. MEMBERSHIP. The Inclusion and Equity Advisory Council consists of the Vice President for Inclusion and Equity, Vice President for Mission,

Director of Admission, Director of Human Resources, Director of the Center for Women’s Intercultural Leadership, Director of Multicultural Services and Student Programs, Dean of Student Academic Services, President of the Student Diversity Board, Dean of Students, Executive Director for Retention Strategy, SGA Representation, SAGE President, Associate Director for Student Equity, an appointed faculty member, and two elected faculty members. The Chair of the Council is the Vice President for Inclusion and Equity.

2.3.1.9.4.1.2. **RESPONSIBILITY.** The Inclusion and Equity Advisory Council will promote strategies to build an inclusive and just community and will monitor the diversification of students, faculty, staff, and administrators; and receive annual reports from various campus departments regarding the College’s efforts to create a culture of belonging and mattering. The Council will:

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

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

2.3.1.9.4.1.2.3. propose initiatives to improve the diversification, climate, inclusivity, equity, and belonging of the College community.

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
 Audit, Risk, and Legal Committee
 Educational Stewardship Committee
 Financial Stewardship Committee
 Mission Stewardship Committee
 Trusteeship Committee

2.4.2. PRESIDENT’S COUNCILS AND COMMITTEES

Executive Team
 President’s Cabinet
 Budget Committee
 Committee on Rank and Tenure
 Elected Executive Committee of the Academic Leadership Council
 Governance Manual Committee

President's Circle
 President's Committee on Sexual Violence
 Staff Advisory Council

2.4.3. PROVOST AND SENIOR VICE PRESIDENT COMMITTEES

Advisory Committees for:
 Academic Research and Grants Committee (Associate Provost)
 Global Education
 Institutional Review Board
 Teaching, Learning, and Technology Roundtable
 Graduate Program Committee (Associate Provost)
 Quality Assurance Committee (Associate Provost)
 Curriculum Committee (Associate Provost)
 General Education 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
 Grievance Committee (reports to the ALC Executive Committee)
 Online Academic Excellence Subcommittee (Subcommittee of Curriculum and Graduate Committees)

2.4.5. VICE PRESIDENT FOR STRATEGY AND FINANCE

College Budget Priorities Committee

2.4.6. VICE PRESIDENT FOR MISSION

Mission Council
 Sustainability Committee

2.4.7. VICE PRESIDENT FOR ADVANCEMENT

Alumnae Association Board of Directors
 Campaign Executive Committee
 Madeleva Society Steering Committee
 Parents Council

2.4.8. VICE PRESIDENT FOR STUDENT ENROLLMENT AND ENGAGEMENT

Retention Committee
Student Affairs Council

2.4.9. VICE PRESIDENT FOR INCLUSION AND EQUITY

Inclusion and Equity Advisory Council

2.4.10. JUDICIAL STRUCTURE

For violations of the code of social conduct:

Residence Hall Director
Critical Incident Board
Dean of Students
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 XVI 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 Strategy and Finance, Vice President for Mission, Vice President for Advancement, Vice President for Student Enrollment and Engagement, Vice President for Inclusion and Equity, 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 ENGAGEMENT COUNCIL – The President determines the membership structure, authority, and responsibility of the Student Engagement Council only after consultation with the Vice President for Student Enrollment and Engagement and the Student Engagement Council. The Student Engagement 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 Engagement 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 STRATEGY AND FINANCE – The 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.
- 2.5.3.4. 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.
- 2.5.3.5. 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.
- 2.5.3.6. 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 Engagement, Enrollment, and Financial Aid and their administrative personnel up to date.
- 2.5.3.7. VICE PRESIDENT FOR INCLUSION AND EQUITY – The Vice President for Inclusion and Equity is responsible for keeping the section of the Governance Manual dealing with that office and its 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.