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I. INTRODUCTION

The College-wide Governance System is an internal process approved by the Board of Trustees of The College of New Jersey. It exists to give designated stakeholder groups opportunities to work cooperatively to make thoughtful, appropriate, and timely recommendations to the administration on issues related to policy, procedure, and program in support of the mission of the College.

II. DEFINITIONS

N/A

III. POLICY

A. Overview

Shared Governance is a process, authorized by the Board of Trustees, designed to promote efficiency and facilitate the work of the College in achieving its institutional mission and goals. The Association of Governing Boards of Universities and Colleges noted in its statement on institutional governance (1998) that, for practical reasons and given the unique nature of teaching and scholarship, boards delegate some kinds of authority to appropriate stakeholders. In particular, the inclusive nature of shared governance safeguards the academic principles from which the College derives its strength and credibility.

The Governance System makes recommendations to the administration with regard to policy, procedure, programs, and planning. These are defined as follows:

- **Policy:** A guide based upon the mission and guiding statements of the institution, which influences the making of individual and collective decisions, and is put into practice by the necessary procedures.
- **Procedure:** A listing of steps, rules, or regulations intended to implement a policy in a manner consistent with the spirit of that policy.
- **Program:** Academic programs (e.g., degree programs, concentrations, minors, certificates) and other major initiatives involving any organization on campus.
- **Planning:** The process of identifying and mapping out the strategic priorities and initiatives for the College.

These recommendations are generated through a structure of committees and councils. All stakeholder groups–faculty, staff, and students–have the opportunity to provide input into the process through representation on these bodies, as well as through testimony including that from their representative bodies: the Student Government (or the Graduate Studies Council for graduate student members), the Staff Senate, and the Faculty Senate. The structure is intended to support the president and other cabinet members by providing an organized forum for all stakeholder groups to become informed about issues and to influence the decision-making process.

B. Basic Principles

Nationally, it is recognized that at colleges and universities the aggregate expertise to design and deliver the academic product does not lie with the administration, but collectively with the faculty. For this reason, boards of trustees nationwide have established systems of shared governance through which their faculty tend to their responsibility for the academic aspects of institutional mission defined by the AAUP's Statement on Governance of Colleges and Universities as: "fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process."

At The College of New Jersey, the standard model of shared governance is augmented by the inclusion of the voices of all stakeholder groups in a process of making recommendations regarding the policy and planning decisions of the administration. In this way, the entire community joins the faculty in its traditional role of shaping the institution. The Board of Trustees acknowledges the faculty's expertise in and responsibility for academic aspects of the mission. Moreover, it recognizes that TCNJ is strengthened by a broader vision of shared governance as defined by the following principles (AAUP 1990, AGB 1998).

- All members of the community have voice on all issues in the shared right to bring a concern to the Steering Committee.
- All stakeholder groups will have a direct voice in the system through committee membership and direct testimony on issues.
- All stakeholder groups must give appropriate consideration to balanced representation across academic disciplines, schools, campus offices, and programs, as well as underrepresented groups, in making committee appointments.
- Unfettered contributions of student, staff and faculty to governance are essential for the promotion of a healthy, vibrant community. Moreover, such contributions are in the best interest of the institution. As such, speech made in governance, as in other institutional academic matters, is not subject to institutional discipline or restraint.
- The governance system will support the administration by providing an organized structure through which all stakeholder groups may influence the decision-making process.
- The governance structure will encourage the buy-in of all stakeholders by providing an organized structure through which all stakeholders may become informed about issues.
- The community will be able to follow an issue as it goes through the process. When an issue completes the Governance Process, its ultimate form will be communicated to the campus community.
- If a recommendation is rejected by the administration, reasons for the rejection must be given.

The overall processes will be designed to promote transparency, appropriate representation, and appropriate consultation.

C. Structure of the Governance System

1. Committees and Councils

Governance consists of a system of committees and councils meant to facilitate the development of recommendations to administration on issues related to policy, procedure, programs, and planning in support of the mission of the College. These are organized into three categories: 1) Executive Committees, 2) Standing Committees, and 3) Councils.

Executive Committees: The three Executive Committees–the Steering Committee, the Committee on Strategic Planning and Priorities (CSPP), and the Committee on Inclusive Excellence (CIE)–provide oversight to the four specified areas for which Governance makes recommendations. The Steering Committee oversees work related to policies, procedures, and programs. The Committee on Strategic Planning and Priorities oversees work related to planning on institutional strategy. The Committee on Inclusive Excellence (CIE) oversees work related to planning as it pertains to diversity, equity, and inclusion, specifically. As the two executive committees overseeing planning at the College, the Committee on Strategic Planning and Priorities and the Committee on Inclusive Excellence should work together in close consultation.

Standing Committees: The three Standing Committees–the Committee on Academic Programs (CAP), the Committee on Faculty Affairs (CFA), and the Committee on Student and Campus Community (CSCC) – recommend new or revised policy, procedures, and programs. They also serve an important role in terms of campus planning. CAP, CFA, and CSCC, whose work primarily relates to policy, procedures, and programs, report to the Steering Committee. However, when planning issues arise in the course of the committee's work, these may be brought directly to CSPP and/or CIE (when the planning issue pertains to diversity, equity, and inclusion). The committees make recommendations through the appropriate executive committee to the provost, who in turn reviews them and forwards them as necessary to the appropriate cabinet member, the president, and/or the Board of Trustees for approval.

Councils: Councils promote efficiency by taking responsibility for specified tasks related to procedure, programs, and planning. They are comprised of a mix of faculty, staff, students, and administrators as appropriate to the issue they address. All councils report to at least one Executive Committee, Standing Committee or Coordinating Council. A council may also send a recommendation to a standing committee other than its oversight committee where appropriate.

2. Membership of Committees and Councils

Each committee and council is assigned members consistent with its stated charge, with representational balance appropriate to the committee or council charge.

Unless otherwise specified, stakeholder groups responsible for appointing committee members will choose both nomination and election procedures to determine membership. Appointing procedures followed by stakeholder groups should be well documented within each stakeholder group, and those procedures must be fair and equitable to all qualified members. The elected Faculty Senate appoints faculty representatives. The elected Student Government appoints undergraduate student members; the Office of Graduate and Continuing Education,

on behalf of the Graduate Studies Council, identifies and appoints graduate student members. The elected Staff Senate appoints staff members, and the president or appropriate cabinet member (often the provost) appoints administrative representatives and some designated staff.

There is a limit of two consecutive three-year terms for a committee member who serves as an elected or appointed representative of a constituent group. Similarly, with the exception of the provost or others named by their office or position, other members should not serve more than the equivalent of two consecutive terms. Service for named or elected members of committees should be staggered so that all terms do not end at the same time.

3. Leadership of Committees and Councils

Committees and councils elect leaders from among their membership. The Steering Committee and CSPP are co-chaired by the provost and a faculty member elected by the committee. CIE is co-chaired by the Vice President of Inclusive Excellence and an elected faculty member. Committees and councils whose work is primarily concerned with faculty or curricular issues, namely CFA, CAP, GSC, HSC, LLC, and TLC, should also be chaired by an elected faculty member. All other committees and councils are chaired by an elected faculty or staff member chosen from among the Senate-appointed faculty and staff members. Elections should take place at the first meeting of the academic year. It is important to ensure that committees select their own leadership, and as such chairs and vice-chairs should not be elected by outgoing committee or council members.

4. Convening Meetings

Meetings should take place on the appropriate Wednesday of the month, and at the appropriate time, in accordance with the Wednesday Meeting Schedule (see Appendix I). The venue in which the meetings take place should be scheduled by the chair of the committee.

The first meeting of the academic year should be convened by the committee's chair or co-chair from the previous year, if that person still serves on the committee. If neither the chair nor the co-chair from the previous year still serves on the committee, the first meeting of the year should be convened by a representative of Academic Affairs.

5. Reporting

All Executive Committees, Standing Committees, and Councils are required to report their work to the campus community at regular intervals. This reporting should take the following forms:
- The keeping of action minutes for all meetings. These should be submitted to Steering and the chair of the committee to which the committee or council reports within 7 days of approval. These will be filed and made available for public view on the Governance website.
- Regular communication between committees and the committees or councils that report to them. Each of the Executive Committees and Standing Committees should ensure that the chairs of the committees that report to them should attend one meeting per semester to report on their activities.

- Completion of an end-of-the-year summary. This should summarize the work of the committee or council for the year, as well as any issues that have been tabled or are on-going. These should be sent to Steering and the chair of the committee to which the committee or council reports by June 30.

6. Role of the Stakeholder Representative Bodies

The three stakeholder representative bodies–the Faculty Senate, the Staff Senate, and the Student Government–are a vital part of Shared Governance at TCNJ. Each of these bodies maintains its own by-laws, which provide its specific mission statement, rules, and procedures. In general, they hold the following important roles within Governance.

- **Forwarding issues to Steering and/or CSPP, and/or CIE on behalf of their constituents** - As the representative groups for their stakeholders, the Faculty and Staff Senates and Student Government assembly may forward requests to one of the Executive Committees to address issues that involve policy, procedure, programs, or planning. The Executive Committees will determine if governance review is appropriate.
- **Placing representatives on Committees and Councils** - The stakeholder representative bodies are responsible for placing their constituents in the appropriate seats on Executive Committees, Standing Committees, and Councils. They should choose these representatives in a way that is appropriate with their by-laws, and in a way that ensures fairness and transparency.
- **Providing testimony on issues that are moving through the Governance Process** - The stakeholder representative bodies are responsible for providing feedback on issues moving through the Governance Process. This may take the form of assisting a committee or council with the gathering of preliminary data, responding to surveys or email requests sent out by these committees, and/or organizing public testimony at their meetings on the request of the committee. For issues assigned to Tier 3 testimony (see page 29 for a definition of Testimony Tiers), the representative bodies may, at their discretion, send a formal response to the committee that will become a part of the official testimony for the charge. The representative bodies may also request that a testimony tier be changed, or that a preliminary recommendation be brought for public testimony a second time if substantial revisions are necessary.

D. Communication

Effective communication between the various deliberative bodies is essential to collegial governance. For this reason, the governance structure includes various reporting processes including the distribution of minutes, annual reporting of councils to standing committees, and monthly attendance of vice-chairs at steering committee meetings. Such processes are not meant to be burdensome. They are intended to increase the efficiency and transparency of governance. It is imperative that the representatives in governance are committed to the goal of effective communication.

Moreover, it is incumbent upon a structure of shared governance to include processes by which the work of governance is communicated to the college community. Such communication increases transparency, encourages participation and develops ownership of the governance process. The campus community must be educated as to the place of collegial governance in the pursuit of the mission of an academic institution. More particularly, the community must be made aware of opportunities to serve on governance committees and councils, opportunities to provide input into the deliberation of governance issues, and the development of and changes to policies that are the product of governance.

The Faculty Senate, Staff Senate and Student Government should communicate to their constituents the importance of their roles in shared governance and the opportunities to serve on committees and councils. Additionally, the Graduate Studies Council and the Office of Graduate and Continuing Education act as the conduit through which graduate students interact with governance. Each committee should work with these constituent bodies and the administration to maximize the input it gathers as it deliberates an issue.

The Steering Committee is responsible for educating those serving on committees and councils on how governance functions. Moreover, the Steering Committee has primary responsibility to communicate the products of governance to the community at large. This communication should entail an active element in the form of regular transmissions of recent developments on issues in governance, as well as the maintenance of an archive. This archive shall include all official documents concerning an issue being considered in governance, minutes of all committees and councils, and links to the planning archive maintained by the Committee on Strategic Planning and Priorities, and – as it pertains to planning on diversity, equity, and inclusion – the planning archive maintained by the Committee on Inclusive Excellence.

Several groups on campus are represented collectively by various bargaining units. Because of this, policy decisions of the administration that impact working conditions and responsibilities will need union approval and will often require negotiation. In these cases, governance serves to inform the administration of the collective position of all constituent groups as defined by governance which can be different from the position of an individual bargaining unit. As governance entities deliberate issues, input from bargaining unions should be sought. This input is different than the formal approval which will eventually need to be reached through negotiation between a bargaining unit and the administration. However, such input, which is purely advisory, may diminish the likelihood for issues to be brought back through governance if no satisfactory negotiated agreement can be reached between the administration and the bargaining unit.

E. Committees and Councils - Charges and Membership Lists

1. Executive Committees

a) <u>Steering Committee</u>

Steering is the coordinating body for the College Governance system. It consists of equal membership from each designated stakeholder group. It oversees the governance process for issues related to programs, policy, and procedure, and it manages requests from the campus community for changes in policies that apply across campus.

Steering Charge
- Receives all requests for policy/procedure/program-related issues to be considered within the Governance system and decides if these are issues for governance and, if so, where these issues are to be addressed (usually a standing committee, occasionally a council).
- For matters of policy, determines the type of policy that will result and the level of administrative approval it will require, following TCNJ's Policy Framework.
- Frames the charge to the designated committee and/or council, including a statement of the issue, relevant background information, limited guidance on the gathering of testimony, and description of the policy type and approval level, and transmits the charge to the appropriate committee or council chair. Also, Steering considers whether, following governance resolution of an issue, negotiations between the administration and a bargaining unit might be needed as is the case with issues relating to work conditions or responsibilities. When Steering anticipates that this is likely, it should be noted in the charge.
- Returns a recommendation if the process has not been followed conscientiously or completely.
- Ensures that issues are addressed in a timely manner.
- Provides guidance to committees and councils on what constitutes their regular, ongoing business as specified in the charges in this document.
- Forwards all final recommendations to the Office of the Provost, who will forward as needed to the president and/or other cabinet members.
- Coordinates revisions by the relevant committee or council of any final recommendation not accepted in full by the administration.
- Monitors the repository for official governance documents which is maintained by   the Office of the Provost, striving to make them easily accessible to all through the governance website. These include committee and council membership lists, public action minutes from all committee and council meetings, and all documents relating to policy/procedure/program issues and charges being considered in governance.
- Maintains active links on the governance website to web-based, archived planning documents that are coordinated by the Committee on Strategic Planning and Priorities.
- Creates, annually assesses, and retires ad hoc governance task forces and publicizes and archives their work.
- Recommends to the president changes in the College Governance Structure and   Processes document periodically.
- Reviews and oversees the College's Wednesday meeting schedule.

Steering Meeting Schedule
- 1st and 3rd Wednesdays from 1:30-2:50pm

Steering Oversees
- CAP, CSCC, CFA, SECC (for policy, program, and procedure issues), and all their reporting councils

Steering Membership
- 10 total members: 3 faculty, 3 staff, 3 students, Provost (or designee) ex officio without vote

b) <u>CSPP: Committee on Strategic Planning and Priorities</u>

The Committee on Strategic Planning and Priorities (CSPP) advises the president in promoting the TCNJ Mission, Vision, and Values statements as the primary guides in campus planning, decision-making, and resource allocation. In this capacity, it supports the president's monitoring, development, and periodic review of the College's institutional strategic plan, including the plan's strategic priorities and goals.

CSPP Charge
- CSPP is responsible for the ongoing review of the College's Strategic Plan. As such, CSPP:
  - monitors the College's progress toward the goals outlined in the strategic plan, with regular reports from stakeholders responsible for undertaking action steps outlined in the plan;
  - convenes experts and stakeholders to recommend revisions and additions to the plan (including changes in the multi-year calendar) in order to better meet strategic goals; and
  - collects strategic plans from all cabinet officers and deans, reviews their alignment with the College's strategic plan, and stores them in a central repository accessible to the college community.
- At the president's request, CSPP convenes experts and stakeholders from across the campus to draft and recommend a new strategic plan to the president and the Board of Trustees. CSPP will partner with CIE as appropriate. As part of this process, CSPP facilitates a campus-wide conversation:
  - to assess the accomplishments from the previous plan;
  - consider the College's current strengths, weaknesses, opportunities, and threats;
  - re-examine the College's Mission, Vision, and Values statements; and
  - recommend a new set of strategic priorities and goals.

- CSPP evaluates proposals for new and revised initiatives and procedures that emanate from College governance, major institutional planning areas, and institutional task forces. The Committee considers these proposals in terms of the College's Mission, Vision, and Values statements, as well as the strategic priorities and goals of the College's strategic plan. For example, when requests for feedback on new proposals emerge from the normal governance process, CSPP takes the initiative to consider the proposals in terms of the College's Mission, Vision, and Values statements, as well as with the strategic priorities and goals of the College's

strategic plan in mind. CSPP determines whether to draft and share a formal document that summarizes its evaluation with relevant stakeholders.

- Each year, CSPP invites up to four cabinet officers to make a formal presentation of their unit's activities to the larger committee. Typically at the beginning of the fall semester, CSPP decides which officers to invite. Invitations are based on which Strategic Priorities and Goals are points of emphasis that particular year, and on salient opportunities or threats to promoting the College's Mission, Vision, and Values. CSPP and CIE may elect to choose cabinet officers and hold presentations together. Invitations should be sent by the committee co-chairs. On the basis of the cabinet officer's presentation, CSPP may recommend that Faculty Senate, Student Senate, and/or Student Government invite additional presentations for their constituencies or may charge task forces (with representation from the faculty, staff, and students) outside the membership of CSPP to explore salient issues further and make recommendations to CSPP.

- In the planning domain of Finance and Budget, CSPP charges an Advisory Council to the College's Treasurer.

CSPP Meeting Schedule
- 2nd and 4th Wednesdays from 1:30-2:50pm

CSPP Oversees
- BFPC, ESC, SECC (for planning issues), and all their reporting councils

CSPP Membership
- 16 total members: 6 faculty including the President of the Faculty Senate; the Provost, the Treasurer, the VP for Student Affairs or designee, and 1 additional Cabinet member; 3 staff members including the President of the Staff Senate; and 3 students including the President and Executive Vice President of Student Government and a graduate student. If no graduate student is able to serve, the third student will be an additional elected representative from Student Government.

c) CIE: Committee on Inclusive Excellence

The Committee on Inclusive Excellence (CIE) advises the president in promoting TCNJ's Mission, Vision, and Values to become a more diverse, equitable, and inclusive institution as a guide in campus planning, decision-making, and resource allocation. In this capacity, it supports the president's monitoring, development, and periodic review of the College's diversity, equity, and inclusion strategic priorities and goals which are central to and aligned with the College's overall strategic plan.

CIE Charge
- CIE is responsible for the ongoing review of the College's diversity, equity, and inclusion strategic priorities and goals. As such, CIE:

- monitors the College's progress toward the goals outlined in the diversity, equity, and inclusion strategic priorities, with regular reports from stakeholders responsible for undertaking action steps outlined in the plan;
    - convenes experts and stakeholders to recommend revisions and additions to the strategic priorities and goals; and
    - collects division and school plans/priorities/goals from all cabinet officers and deans, reviews their alignment with the College's priorities and goals, and stores them in a central repository accessible to the College community.

- At the president's request, CIE convenes experts and stakeholders from across the campus to draft and recommend a new diversity, equity, and inclusion plan to the president and the Board of Trustees. CIE will partner with CSPP as appropriate. As part of this process, CIE facilitates a campus-wide conversation:
    - to assess the accomplishments from the previous plan;
    - consider the College's current strengths, weaknesses, opportunities, and threats; and
    - recommend a new set of strategic diversity, equity, and inclusion priorities and goals.
    - CIE's particular focus in this process is to move the College closer to fulfilling its Mission of becoming a more diverse, equitable, and inclusive institution.

- CIE evaluates major, cross-cutting proposals for new and revised initiatives and procedures that emanate from College governance, major institutional planning areas, and institutional task forces as they relate to diversity, equity, and inclusion. The Committee considers these proposals in light of the College's diversity, equity, and inclusion priorities and goals.

- Each year, CIE invites up to four cabinet officers to make a formal presentation of their unit's activities to the larger committee. Typically at the beginning of the fall semester, CIE decides which officers to invite. Invitations are based on which diversity, equity, and inclusion strategic priorities and goals are points of emphasis that particular year. CIE and CSPP may elect to choose cabinet officers and hold presentations together. Invitations should be sent by the committee co-chairs. On the basis of the cabinet officer's presentation, CIE may recommend that Faculty Senate, Student Senate, and/or Student Government invite additional presentations for their constituencies or may charge task forces (with representation from the faculty, staff, and students) outside the membership of CIE to explore salient issues further and make recommendations to CIE.

CIE Meeting Schedule
- 2nd and 4th Wednesdays from 1:30-2:50pm

CIE Membership
- 15 total members: 6 faculty members; the Vice President for Inclusive Excellence, the Provost or designee, and the VP for Student Affairs or designee; 3 staff members; and 3 students, including a graduate student. If no graduate student is able to serve, the third student will be an additional elected representative from Student Government. An elected faculty member should serve as co-Chair with the Vice President for Inclusive Excellence.

2. Standing Committees

a) <u>CAP: Committee on Academic Programs (CAP)</u>

CAP Charge
- CAP addresses all issues related to improving the quality and maintenance of the academic program of the College. In meeting this responsibility, CAP is responsible for the regular review of academic policies and for making recommendations concerning degree programs, program structure, new programs, content for Liberal Learning, standards and guidelines for concentrations and minors, etc.

CAP Meeting Schedule
- 2nd and 4th Wednesdays from 1:30 -2:50pm

CAP Reports to
- Steering Committee

CAP Oversees
- Community Engaged Learning Council (on program and procedure issues), Cultural and Intellectual Community Council, Global Engagement Council (on program and procedure issues), Graduate Studies Council, Honors and Scholars Council, Liberal Learning Council, Mentored Research and Internships Council (on program and procedure issues), Self-Designed Major Council, Teacher Education Council, Teaching and Learning Council (together with CFA)

CAP Membership
- 15 total members: 8 faculty, including one with graduate teaching responsibilities and if possible a representative for Liberal Learning, Provost or designee, 1 academic dean, 3 students (one graduate student if possible), 2 staff (representing academic support areas)

b) <u>CFA: Committee on Faculty Affairs</u>

CFA Charge
- The CFA is responsible for making recommendations concerning standards and guidelines for faculty work including, for example, tenure, promotion, work load assignments, judicial procedures, academic behavior, etc. CFA receives recommendations from the CPTC (College Promotions and Tenure Committee), SOSA (Support of Scholarly Activities Council), and the Sabbatical Council regarding changes in policy, procedure, and program. CFA also advises the provost in the strategic area of faculty development.

CFA Meeting Schedule
- 2nd and 4th Wednesdays from 1:30 -2:50pm

CFA Reports to
- Steering Committee

CFA Oversees
- College Promotions and Tenure Committee, Sabbaticals Council, Support of Scholarly Activities Council, Teaching and Learning Council (together with CAP)

CFA Membership
- 13 total members: 9 faculty (one from the Library), 1 academic dean, Provost or designee, 1 staff, 1 student

c) CSCC: Committee on Student and Campus Community

CSCC Charge
- CSCC is responsible for making recommendations concerning major principles and policies related to the quality of the student experience, student-focused programs and services, and general matters of concern to all members of the campus community (including health, wellness and safety, environmental issues, staff professional development, and standards of conduct). CSCC receives recommendations from the Athletics Advisory Council. CSCC also advises the Vice President for Student Affairs in the strategic area of student affairs and the Vice President for Human Resources in the strategic area of human resources.

CSCC Meeting Schedule
- 2nd and 4th Wednesdays from 1:30 -2:50pm

CSCC Reports to
- Steering Committee

CSCC Oversees
- Athletics Advisory Council

CSCC Membership
- 16 total members: 5 faculty, 4 staff (one from Student Affairs, one in the area of Health and Wellness, if possible), 5 students (one graduate if possible), Vice President for Student Affairs or designee, Vice President for Human Resources or designee

3. **Other Committees and Councils**

a) AAC: Athletics Advisory Council

AAC Charge
- AAC makes recommendations to the Committee on Student and Campus Community concerning issues related to intramural and varsity athletics.

AAC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesday if needed

AAC Reports to
- CSCC

AAC Membership
- 8 total members: 2 faculty, 2 staff, 2 students, NCAA Faculty representative, Director of Athletics

b) <u>BFPC: Budget and Finance Planning Council</u>

BFPC Charge
- BFPC ensures that the College's Mission, Vision, and Values, as well as Strategic Plan, is linked to decision-making and budgeting processes, and that planning processes are clearly communicated, provide for stakeholder participation, and incorporate the use of ongoing assessment. The council is to help in reshaping the culture of the campus to one which is more readily inclined to assume the responsibility of revenue generation and cost containment.

BFPC Meeting Schedule
- 2nd Wednesdays from 3:00-4:20pm, 4th Wednesdays from 4:00-5:00pm if needed, according to the timeline of the budget planning process, with the expectation that the Council will meet more frequently when the budget is being created.

BFPC Reports to
- CSPP

BFPC Membership
- The treasurer will serve as chair of BFPC alongside a co-chair elected from the membership. Membership on BFPC will be based primarily on relevant expertise. The Treasurer will define the most appropriate size of planning council membership with the following requirement: members will include representatives from faculty, staff, and students, appointed by the Faculty Senate, Staff Senate, and Student Government. Planning Councils need not have equal representation from these constituencies, but each constituency is to be represented by a minimum of two members. In addition, there should be representation from the division of Academic Affairs, the provost or the provost's designee, and a standing dean.

c) <u>CPTC: College Promotions and Tenure Committee</u>

CPTC Charge
- The CPTC is responsible for evaluating each applicant on the basis of the criteria, standards, and qualifications contained in the Board of Trustees approved TCNJ Reappointment and Promotions Document and makes recommendations to the provost concerning those candidates who clearly

warrant such promotion. CPTC also makes recommendations to the Committee on Faculty Affairs concerning changes in tenure and promotion policy and procedures.

CPTC Meeting Schedule:
- See the TCNJ Reappointment and Promotions Document for more information. The CPTC carries out much of its work between mid-December and mid-January.

CPTC Reports to:
- CFA

CPTC Membership
- See the TCNJ Reappointment and Promotions Document for nomination and election of committee membership, operating procedures, and other information.

d) <u>CELC: Community Engaged Learning Council</u>

CELC Charge
- The CELC promotes the development of the Community Engaged Learning experience at TCNJ. It makes recommendations concerning planning and the development of policies, procedures, and programs in the area of community engaged learning. It also helps to facilitate campus wide discussions concerning curricular and co-curricular activities through which students learn by service to and engagement with diverse communities on and off campus.

CELC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

CELC Reports to
- SECC and CAP

CELC Membership
- 10 total members: 4 faculty, 2 staff (one from student affairs if possible), 2 students (one a Bonner Scholar), Executive Director of the Center for Community Engaged Learning and Research, Director of the Bonner Institute for Civic and Community Engagement

e) <u>CICC: Cultural and Intellectual Community Council</u>

CICC Charge
- CICC makes recommendations to the Committee on Academic Programs (CAP) concerning the nature and structure of the College's annual intellectual thematic programming. It also advises the Associate Provost about the annual theme, the related freshman summer reading, and the related Community Learning Day events. It awards grants for units to develop their own programming around the theme.

CICC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesday if needed

CICC Reports to
- CAP

CICC Membership
- 9 total members: 4 faculty, 2 staff, 2 students, Summer Reading Faculty Fellow

f) <u>ESC: Environmental Sustainability Council</u>

ESC Charge
- ESC serves as an advisory group to provide input to the strategic planning concerning College facilities, grounds, and emissions so as to continually improve the college's environmental sustainability and green profile. The council should help with implementation of goal 4 under priority #4 of the Strategic Plan-Incorporate sustainability practices into all academic, administrative, recreational and residential operations of the college. The council should act as a resource to the educational programming of the College including opportunities for community engaged learning.

ESC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

ESC Reports to
- CSPP

ESC Membership
- 9 total members: 3 faculty who have expressed interest in sustainability (e.g., through teaching or scholarship) appointed by Faculty Senate, 3 staff appointed by Staff Senate, 2 students appointed by Student Government, the Vice President of Operations or a designee

g) <u>FCPC: Facilities and Construction Planning Council (FCPC)</u>

FCPC Charge
- FCPC serves as an advisory group to provide input to the strategic planning of the Division of Operations concerning college facilities, grounds, and campus safety. It is responsible for advising the Vice President of Operations to ensure that the living and learning environment on campus is aligned with the College's Mission, Vision, and Values.

FCPC Meeting Schedule
- 2nd Wednesdays from 3:00-4:00pm

FCPC Reports to
- CSPP

FCPC Membership
- The Vice President of Operations or a designee will serve as chair of FCPC alongside a co-chair elected from the membership. Membership on FCPC will be based primarily on relevant expertise. The Vice President of Operations will define the most appropriate size of planning council membership with the following requirement: members will include representatives from faculty, staff, and students, appointed by the Faculty Senate, Staff Senate, and Student Government. Planning Councils need not have equal representation from these constituencies, but each constituency is to be represented by a minimum of two members.

h) GEC: Global Engagement Council

GEC Charge
- The GEC promotes the development of the Global Engagement experience at TCNJ. It makes recommendations to the SECC and the Executive Director of Global Engagement concerning planning and the development of policies, procedures, and programs in the area of global engagement. It also helps to facilitate campus-wide discussions concerning global engagement.

GEC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

GEC Reports to
- SECC and CAP

GEC Membership
- 10 total members: 5 faculty, 2 staff, 2 students, Executive Director of Global Engagement

i) GSC: Graduate Studies Council (GSC)

GSC Charge
- GSC makes recommendations to the Committee on Academic Programs (CAP) concerning the nature, practices, standards, and programs at the graduate level.

GSC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesday if needed

GSC Reports to
- CAP

GSC Membership
- 9 total members: 4 faculty (from departments or programs with graduate students), 1 staff, 2 graduate students, 1 academic dean, a representative from the Office of Graduate and Continuing Education

j) <u>HSC: Honors and Scholars Council</u>

HSC Charge
- The HSC makes recommendations to the Committee on Academic Programs (CAP) concerning standards and practices of the Honors and Scholars Program.

HSC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesday if needed

HSC Reports to
- CAP

HSC Membership
- 9 total members: 4 faculty, 2 staff (one from admissions if possible, one without vote), 2 students (both from the Honors and Scholars Program), Coordinator of the Honors and Scholars Program

k) <u>LLC: Liberal Learning Council</u>

LLC Charge
- LLC makes recommendations to the Committee on Academic Programs (CAP) concerning the nature, structure, standards, requirements, and practices in liberal learning; it also certifies courses for inclusion in liberal learning, after soliciting recommendations concerning these designations from the relevant school curriculum committees or the Global Engagement Council, as appropriate. The council also acts as the curriculum committee for Interdisciplinary Studies (IDS) courses.

LLC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

LLC Reports to
- CAP

LLC Membership
- 11 total members: 5 faculty, 2 staff (one without vote), 2 students, Associate Provost of Liberal Learning, 1 director/coordinator (of either FYS or the Writing Program, designated by the Associate Provost)

l) MRIC: Mentored Research and Internships Council

MRIC Charge
- The MRIC promotes the development of rigorous Mentored Research, Creative Activity, and Internship experiences. It makes recommendations to the SECC and the Director of Faculty-Student Scholarly and Creative Activity concerning planning and the development of policies, procedures, and programs in the area of mentored research and internships. It also oversees the MUSE program, and makes recommendations to CAP concerning policy and procedures related to that program. In addition, the faculty members of MRIC, joined by five MUSE faculty alumni chosen by the Faculty Senate Executive Board from a list provided by the Director of Faculty-Student Research and Creative Activity, evaluate proposals for MUSE summer program awards and make recommendations for funding to the Director of Faculty-Student Research and Creative Activity.

MRIC Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

MRIC Reports to
- SECC and CAP

MRIC Membership
- 10 total members: Director of Faculty-Student Scholarly and Creative Activity, 4 other faculty, 2 staff, 2 students, 1 academic dean

m) Sabbaticals Council

Sabbaticals Charge
- The Sabbaticals Council makes recommendations to the Committee on Faculty Affairs concerning institutional support for sabbatical leave. The Sabbaticals Council is also responsible for evaluating proposals for sabbatical leave on the basis of established criteria and standards and for issuing a report of recommended and non-recommended proposals to the provost for action. In the case of tied scores, the Sabbatical Council will re-score the applicant proposals until the scores are no longer tied.

Sabbaticals Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

Sabbaticals Reports to
- Provost and CFA

Sabbaticals Membership
- 11 total members: 10 faculty and Provost or designee ex officio without vote. Whenever possible faculty members will be appointed according to the following scheme:

- One person from each of the following schools: Arts and Communication, Business, Education, Engineering, Nursing and HES (total of 5)
- Two people from the School of Humanities and Social Sciences (one from Humanities, one from Social Sciences. Note that History is to be considered a Humanities discipline.)
- Two people from the School of Science (one from Math/Computer Science, one from Biology/Chemistry/Physics)
- One person from the Library

- Members of the Sabbaticals Council must resign from Committee service should they apply for sabbatical leave to eliminate any possibility of impropriety (real or perceived) during the evaluation of applications. Faculty who have received a sabbatical within the past 2 years are strongly encouraged to volunteer for service on the Sabbaticals Council because 1) they have recently benefited from sabbatical leave, and 2) they are precluded from applying for sabbatical during their three-year term of membership.

n) <u>SDMC: Self-Designed Major Council</u>

SDMC Charge
- Convened by the Coordinator of Self-Designed Majors, the SDMC reviews and approves self-designed major proposals and, as needed, reviews the design and requirements of the program.

SDMC Meeting Schedule
- 2nd Wednesdays from 3:00-4:20pm, as needed

SDMC Reports to
- CAP

SDMC Membership
- The committee has at least eight members, including the Program Coordinator and a representative from the Office of Academic Affairs. Other members are faculty chosen according to expertise by the committee. The addition of new members or the replacement of old members is done in consultation with the Faculty Senate.

o) <u>SECC: Signature Experience Coordinating Council</u>

SECC Charge
- SECC is the oversight council for TCNJ's five Signature Experiences, working with its reporting councils (Community Engaged Learning, Global Engagement, and Mentored Research and Internships) to plan, develop, and coordinate the Signature Experiences across campus. For planning issues, the SECC reports to CSPP. However, if the SECC develops an issue that

requires a new policy, procedure, or program, it will forward this issue to Steering, requesting that a charge be issued to the appropriate standing committee.

SECC Meeting Schedule
- 2nd Wednesday from 1:30-2:50pm

SECC Reports to
- CSPP and Steering

SECC Oversees
- Community Engaged Learning Council; Global Engagement Council; Mentored Research and Internships Council

SECC Membership
- 13 total members: 3 elected chairs of CELC, GEC, and MRIC, One Academic Dean, Associate Provost for Curriculum and Liberal Learning or designee, Executive Director of Global Engagement, Executive Director of the Center for Community Engaged Learning and Research, Director of Faculty-Student Scholarly and Creative Activity,, Assistant Vice President for Student Engagement, Director of Leadership Development, 2 students chosen by SG, if possible from among the students appointed to CELC, GEC, and MRIC

p) SOSA: Support of Scholarly Activities Council

SOSA Charge
- The SOSA Council makes recommendations to the Committee on Faculty Affairs concerning institutional support for faculty scholarship. SOSA is also responsible for evaluating research proposals and requests for advanced study on the basis of established criteria and standards, and issues an evaluative report for each proposal, recommended and non-recommended, to the provost for action.

SOSA Meeting Schedule
- 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

SOSA Reports to
- CFA

SOSA Membership
- 11 total members: 10 faculty and Provost or designee ex officio without vote. Whenever possible faculty members will be appointed according to the following scheme:
  - One person from each of the following schools: Arts and Communication, Business, Education, Engineering, Nursing and HES (total of 5)
  - Two people from the School of Humanities and Social Sciences (one from Humanities, one from Social Sciences. Note that History is to be considered a Humanities discipline.)

- ○ Two people from the School of Science (one from Math/Computer Science, one from Biology/Chemistry/Physics)
  - ○ One person from the Library

q) **TEC: Teacher Education Council**

   TEC Charge
   - The Teacher Education Council, convened by the Dean of the School of Education, monitors trends in teacher education; disseminates information regarding state and federal regulations pertaining to TCNJ students preparing to be educational professionals; implements accreditation standards for teacher preparation programs, state certification requirements for educational professionals, and local, state and federal educational policies; reviews and approves teacher education program requirements, and makes recommendations to CAP and/or GSC when appropriate; and serves as an intermediary between school curriculum committees and the Steering Committee.

   TEC Meeting Schedule
   - 2nd Wednesdays from 3:00-4:20pm

   TEC Reports to
   - CAP

   TEC Membership
   - Composition determined by the Dean of the School of Education, with faculty members appointed by normal departmental procedures

r) **TLC: Teaching and Learning Council**

   TLC Charge
   - TLC makes policy recommendations concerning all aspects of faculty development. It makes recommendations in the areas of teaching and advising to the Committee on Academic Programs and the Committee on Faculty Affairs and advises the executive director of the Center for Excellence in Teaching and Learning concerning the nature, structure, services, and programming of the Center for Teaching and Learning. It also advises the Office of Instructional Design concerning the nature, structure, services, and programming of that division.

   TLC Meeting Schedule
   - 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

   TLC Reports to
   - CFA and CAP

TLC Membership
- 10 total members: 4 faculty (1 from Library, 1 from a program, with graduate students), 3 staff, 2 students, Executive Director of the Center for Excellence in Teaching and Learning.

F. <u>Ad Hoc Committees</u>

There are occasions when issues having substantial college-wide impact arise which are not addressed by current governance structures. At these times, ad hoc governance committees will be formed by the Steering Committee, CSPP, or CIE as appropriate. Such ad hoc governance committees should benefit from the transparency and communication provided by the shared governance system. Therefore, they will report to the Steering Committee which will maintain a section on the governance website for such committees where membership will be listed, and all relevant documents (including action minutes) shall be posted and archived. All Ad Hoc bodies will be annually assessed by the Steering Committee, CSPP, or CIE and will be retired as appropriate. In the event that a temporary task force or committee takes on a long-term existence and addresses policy, procedure, program or planning, its role in the governance system should be considered.

If the president or a cabinet member feels that an issue warrants the creation of an ad hoc governance committee, that individual will contact the Steering Committee to determine whether the issue can be addressed within the current governance structure. If not, Steering will assist in convening an ad hoc governance committee. The cabinet member should be consulted as to the membership of the committee. In particular, the cabinet member might have suggestions as to which specialized skills and/or knowledge embodied by individuals or departments would best serve to meet the charge of the ad hoc committee. However, it is understood that general membership on the committee will be appointed by the Staff Senate, Faculty Senate, and Student Government as it is for standing committees.

G. <u>Meeting Schedule</u>

All committees and councils are expected to adhere to the regular Wednesday meeting schedule and to meet at their regularly designated times, at a minimum once per semester. It is understood that there may be periods of concerted work that may require additional meetings beyond the schedule. However, final decisions and votes on major issues should be held only at regularly scheduled meetings, or meetings when all members, including students, can attend.

H. <u>Attendance</u>

It is an expectation that all committee and council members attend every meeting. Permission for "absence for cause" should be sought from the Chair. The Chair of the committee or council must notify the stakeholder group when a member has missed three regular meetings without cause. Upon the fourth absence, the Chair of the committee or council shall notify the Steering Committee that the member has forfeited the position and request a replacement. The Steering Committee will notify the appropriate appointing body for a replacement. A person who is on sabbatical or other authorized leave for an extended period of time shall notify the Chair of the committee or council of his/her anticipated absence. The Chair shall request from the Steering Committee that a temporary replacement be appointed by the appropriate stakeholder group.

I. Governance Process (for Policy, Programs, and Procedures)

All Governance committees and councils have a standing charge that lists the issues that are considered to be normal business. Standing committees and councils may undertake normal business without a formal charge from an executive committee. If a standing committee or council has a question as to whether or not an issue qualifies as normal business, they should consult with the executive committee or standing committee to which they report. Likewise, if a member of the campus community or stakeholder representative group has concern with work being undertaken by a committee or council without a formal charge, they should direct this concern in writing to the appropriate executive committee.

If any member of the campus community or a stakeholder group identifies an issue that needs to be addressed, then that person or representative of that group should approach the faculty co-chair of the appropriate executive committee. For issues related to policy, procedure, or programs, the contact person is the co-chair of the Steering Committee. For planning issues or concerns, the contact person is the co-chairs of CSPP, or, as it pertains to diversity, equity, and inclusion CIE. If the stakeholder is unsure as to which executive committee is the appropriate body to address the issues, that person should direct it to the co-chair of Steering.

For issues related to policy, procedure, and programs, the Steering Committee will consider whether or not the issue is appropriate for Governance. If it decides that the issue is appropriate, it will be introduced into the 7-step Governance Process in the form of a charge to the appropriate standing committee or council.

7-Step Governance Process

Step 1 – Steering issues a charge

If Steering considers the issue appropriate for Governance, it will generate a charge and assign it to the appropriate committee or council. The charge will include:

A clearly defined statement of the issue;
- A specific action that the committee or council should undertake;
- A list of individuals or groups with which the committee should consult in the development of a preliminary recommendation;
- The testimony tier (see page 24) that the committee or council should use in presenting the preliminary recommendation to the campus community;
- A suggested timeline for completing the charge.

Copies of all charges will be cc'd to the presidents of the three representative bodies. This will notify them that Governance is undertaking a new charge. It will also give them the opportunity to request that the testimony tier of the charge be changed. If such a request is made, it must be made within one week of receiving the charge.

Step 2 - Governance prepares a Preliminary Recommendation

Once the appropriate standing committee or council has received the charge, it should start by collecting data needed to make a preliminary recommendation. It should receive input from affected individuals and all relevant stakeholder groups prior to making a preliminary recommendation. For issues that have broad implications or that affect a large number of individuals, initial testimony should be solicited from the campus community at large. For some issues, sufficient initial testimony may come from input through committee membership or solicitation from targeted constituent groups.

When, in the best judgment of the committee, adequate clarity of the principles contributing to the problem are known, a preliminary recommendation should be drafted and disseminated to the campus community.

Step 3 – The Relevant Stakeholders provide Testimony

Once a preliminary recommendation has been completed, the standing committee or council should seek testimony from the campus community. The testimony should be gathered in accordance with the Testimony Tier assigned to the issue by Steering.

For issues that require public testimony from the campus community, the chair of the standing committee or council should approach the president of the appropriate representative bodies to schedule the next available time slot at a meeting of that body.

Testimony should be gathered in a way that allows stakeholders to weigh in fully on the issue. Members of the standing committee or council that wrote the preliminary recommendation should be present to hear and record the testimony.

Step 4 – Governance prepares a Final Recommendation

Once the standing committee or council has received appropriate testimony, it should revise the preliminary recommendation into a final recommendation. Once the final recommendation is complete, the standing committee or council should use sound judgment to determine whether or not more public testimony is required.

If, in its feedback to the original preliminary recommendation, a stakeholder representative body requests to review an issue again, the committee or council is bound to bring it back to that body. If a full calendar year has passed since the formal announcement of the preliminary recommendation, the committee must resubmit a preliminary recommendation to the campus community.

When the committee or council has completed the final recommendation, it should forward it to the Steering Committee. The final recommendation should be accompanied by a cover memo that summarizes the initial charge, how testimony was gathered and the nature of that testimony, and how the committee responded to that testimony, including a description of how the preliminary recommendation evolved as a result of testimony.

Step 5 – Steering considers the Final Recommendation

Once Steering receives a final recommendation from a committee or council, it should consider whether or not the proper process has been followed. If it determines that the full process has been followed and that the recommendation is sound, it should approve the final recommendation and forward it to the provost.

If Steering decides that the process has not been followed, or that the recommendation is not sound, it should return the final recommendation to the appropriate committee or council and the charge should move back to Step 4.

Step 6 – The Provost and/or President and Board consider the Final Recommendation

The provost will consider the final recommendation and then accept it, accept it with minor revisions, accept it with major revisions, or reject it. In the case of acceptance, the final recommendation will either be sent to the next relevant individual for approval or will become policy, and will proceed to step 7.

If a final recommendation is rejected, or if changes are suggested, the provost will relay concerns and suggestions to Steering and the relevant committee or council chair. The steps listed under section X of this document – Governance Resolution – will then take place.

Step 7 – Steering notifies the Campus Community

Once an issue has been formally approved and has become policy, the provost will notify the faculty co-chair of the Steering Committee, who will in turn notify the campus community through the appropriate means. This may include email, a notification on the Governance website, and/or email to the presidents of the stakeholder representative bodies.

Special Cases

Regular business of committees and councils may be conducted without a charge from Steering and without the full 7-step governance process described above. Similarly, documents requiring regular review may be forwarded to committees by Steering without a charge and/or with a recommendation that an abridged process be followed for the review. If the committee or council has questions as to whether or not an issue needs a formal charge, or if the committee or council desires Steering's input regarding whether an issue is appropriate for governance, this should be directed to the chairs of the Steering Committee.

Testimony Tiers

To aid councils and committees in their work, Steering will designate the testimony tier appropriate to each charge.

Tier 1
- The issue requires minimal testimony from the campus community.
- The assigned council or committee should consult with relevant stakeholders before preparing the final recommendation, but there is no need for surveys or open fora.
- *Examples: creation of a new minor, minor tweaks to existing policies.*

Tier 2
- The issue requires moderate testimony from the campus community.
- The assigned council or committee should consult with relevant individuals and groups in developing a preliminary recommendation.
- The completed preliminary recommendation should then be made available to the relevant stakeholder groups, and testimony should be solicited in the form of written feedback (through a survey and or e-mail).
- *Examples: revisions to policy and procedures that relate to non-controversial issues.*

Tier 3
- The issue requires a high degree of testimony from the campus community.
- The assigned council or committee should consult with relevant individuals and groups in developing a preliminary recommendation.
- The completed preliminary recommendation should then be made available to the relevant stakeholder groups. Testimony should be solicited in the form of both written and oral feedback, as well as approval by the appropriate representative bodies.
    - Written feedback should take the form of a survey and/or email feedback.
    - Oral feedback should take the form of public testimony at a meeting of the appropriate representative body or bodies (as identified by Steering).
- These meetings should be open to the general public, and publicized so that individuals not represented by that group but interested in the issue may attend. Following that meeting, the representative body may, at its discretion, issue a formal response to the preliminary recommendation, which should be sent to the relevant council or committee as well as Steering.
- On the completion of a final recommendation, this response should accompany the final recommendation to Steering, and it should be considered as part of Steering's final review.
- *Examples: significant new policies or substantial changes to existing policies.*

The presidents of the three representative bodies may, at their discretion, ask that the testimony tier of a given charge be changed. This request should be made to Steering within one week of receiving their copy of the initial charge.

J. **Governance Resolution**

If the cabinet member recommends acceptance of a final recommendation only after modifications/revisions, or rejects the final recommendation, the cabinet member must inform the Steering Committee and the chair of the governance committee. If modifications/revisions are recommended, the Steering Committee shall determine how significant the suggested modification is:

- If Steering considers the modification to be minor, Steering shall return the recommendation to the standing committee to consider the suggested modification. The standing committee then develops a new final recommendation considering the suggested modification with or without additional testimony as it sees fit.
- If Steering considers the modification to be considerable, it shall request that the cabinet member meet with the relevant committee to reconcile the differences, so that the governance committee can prepare a new final recommendation to forward to Steering.

If the final recommendation has been rejected (for example, if the final recommendation has an impact on working conditions or responsibilities and therefore needs to be negotiated with a bargaining unit), the reason for rejecting the final recommendation must be conveyed in writing to the Steering Committee, and discussed with the relevant committee.

Continuing communication by all groups, including the administration, should limit the number of instances where the administration does not accept final recommendations that come out of the governance structure.

Where disagreements persist, the president can call for an informal meeting of affected stakeholder groups for the purpose of resolving the disagreements. If a resolution cannot be achieved, the president shall make a final recommendation to the Board of Trustees with a statement of the dissenting objections.

K. <u>Planning Process</u>

CSPP and CIE will follow a standardized process for college-level planning that allows stakeholder input at various stages of planning. All plans must be aligned with the Mission, Vision, and Values statements of the College, as well as the College's Strategic Priorities and Goals. The planning process must conform to the principles of shared governance outlined in this document as well as to the procedures below.

<u>Step one: Identifying and reporting the planning issue.</u>
When CSPP and/or CIE identify or receive information of a planning issue, they will inform the presidents of the representative bodies and post notice of impending action on the issue on the planning websites. The notice should contain a description of the goals and expected results of the planning process, identify the planning body involved, offer a provisional timeline for the final plan, and describe how interested parties can offer preliminary input. In all cases, preliminary input can be sent via email or campus mail to the co-chairs of CSPP and/or CIE.

<u>Step two: Preparing a preliminary plan.</u>
CSPP and/or CIE assess the issue brought forth, surveys preliminary public input and collects other data as needed. CSPP and/or CIE may request quantitative data from the Office of Institutional Research and Analytics. Using all available information, CSPP and/or CIE will revise the relevant plan to address the underlying problem identified in the previous stage. The plan should include a means of assessing the proposed change, as well as a timeline for assessment. The planning unit should be cognizant of how such changes will affect other units' plans.

<u>Step three: Soliciting public input.</u>
Once CSPP and/or CIE have has a revised plan, it they must offer it for public input. A draft of the revised plan will be posted on the planning website and a campus-wide email should notify all students, staff and faculty about

such a posting. CSPP and/or CIE can invite testimony during its regularly-scheduled meetings. In addition, CSPP and/or CIE will make every effort to identify affected parties and by email solicit the view of their representative. For issues that garner campus-wide attention or significant controversy, the CSPP and/or CIE will have a campus-wide forum at a time or times that allow substantial public access.

It is important to give every stakeholder enough time to consider the proposed changes and form an opinion on them. From the time of posting the preliminary plan on the planning website and the emailed notification of such posting, stakeholders must have at least ten working academic days before the closure of the input process or the holding of an open forum. Longer periods may be considered for more controversial or far-reaching changes. The adoption of substantial planning changes during the summer is discouraged, and CSPP and/or CIE should consider awaiting public input until the academic community reconvenes. The guiding principle is to err towards generosity in opportunities for public input to ensure a well-informed and legitimate process.

Step four: Creating a final plan.
When, in the best judgment of CSPP and/or CIE, the campus community has had ample opportunity to respond to the preliminary plan, CSPP and/or CIE will prepare a final plan. The plan should be accompanied by a memo that summarizes the input received from the college community and explains how the plan was revised in light of the input.

CSPP and/or CIE review(s) the final plan to make sure it followed the process above and that the plan is consistent with other strategic plans on campus and with the College's Mission. If CSPP and/or CIE feel(s) that additional and substantial revisions are necessary, they post these on the planning website, inform the campus community and begin a process of public input. If they are satisfied with the substance and process of the final plan, they send it to the president for consideration.

L. School-based Strategic Planning

As part of institutional strategic planning, each School should establish its own collegial planning process and develop its own strategic plans. The Library should follow the planning process for Schools. School-wide strategic plans should be developed in accordance with the principles of shared governance, and should be coordinated with the College's Mission, Vision, and Values statements and with the college-wide strategic plan. Individual departments or programs within each School should also create their own strategic plans, and these should also be developed in accordance with the principles of shared governance. Schools may determine how best to organize their own internal planning and assessment activities, with the proviso that the results of these activities be communicated to CSPP and/or CIE, which will ensure that there are appropriate linkages and coordination between School-wide strategic plans and College-wide strategic planning. The planning websites maintained by CSPP and, pertaining to diversity, equity, and inclusion, CIE, shall provide links to each School's own strategic plans. Each year, the president and provost will review unit-level strategic plans and present their alignment to CSPP and CIE.

M. Governance System Review

Because governance is an ongoing process, it is important that the College's governance processes be regularly reviewed and adjusted. The Steering Committee is the body responsible for overseeing the Governance System

and reviewing the Governance Document on a periodic basis. This review should take place as needed, but not less frequently than every ten years. The stakeholder representative groups may request to Steering that a review of part or all of Governance be undertaken earlier than the scheduled interval.

APPENDIX

Appendix I: Schedule for Wednesday Meetings

	1st **Wednesdays** (except September)	2nd **Wednesdays**	3rd **Wednesdays** (except some Novembers)	4th **Wednesdays** (except some Novembers)
12:00 pm - 1:20 pm	Senates	Departments	Senates	Campuswide events

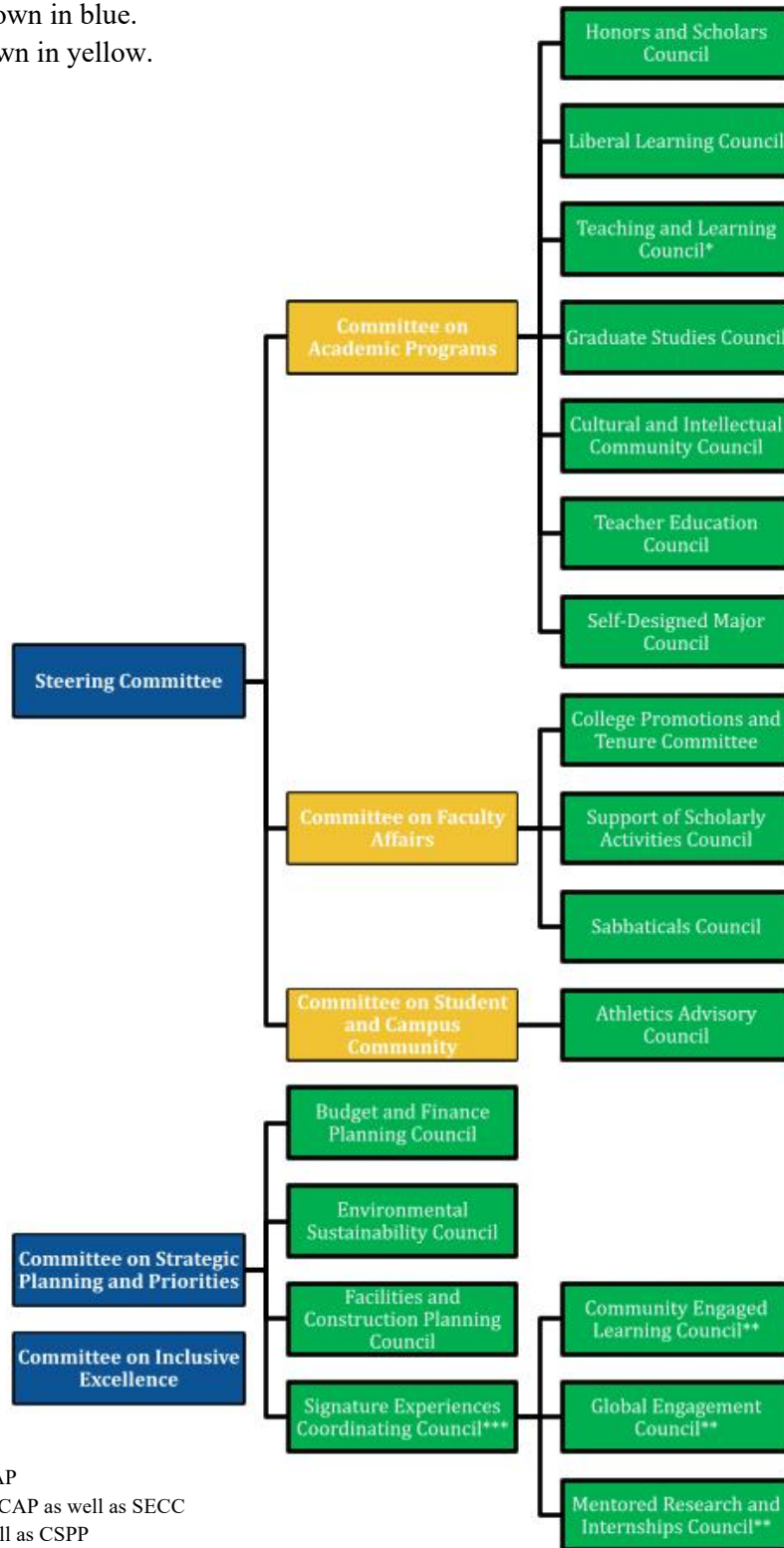|				
1:30 pm - 2:50 pm	Steering (with Council reps)	CSPP & CIE Committees SECC Ad hoc task forces	Steering Councils (only if needed) CAEI	CSPP & CIE Committees Ad hoc task forces
3:00 pm - 3:50 pm	School Meetings	Interdisciplinary, TEC, SDMC, BFPC, FCPC	AFT	Departments
4:00 pm - 4:50 pm	Academic Leaders	Extended Interdisciplinary, TEC, SDMC, BFPC, TEC, FCPC (if needed)	Extended AFT (if needed)	BFPC (if needed)

Notes:

1. Student Government meetings happen weekly at 3:00 pm

Appendix II: Governance Organizational Chart

Key
Executive Committees are shown in blue.
Standing Committees are shown in yellow.
Councils are shown in green.

Steering Committee

Committee on Academic Programs
- Honors and Scholars Council
- Liberal Learning Council
- Teaching and Learning Council*
- Graduate Studies Council
- Cultural and Intellectual Community Council
- Teacher Education Council
- Self-Designed Major Council

Committee on Faculty Affairs
- College Promotions and Tenure Committee
- Support of Scholarly Activities Council
- Sabbaticals Council

Committee on Student and Campus Community
- Athletics Advisory Council

Committee on Strategic Planning and Priorities
- Budget and Finance Planning Council
- Environmental Sustainability Council
- Facilities and Construction Planning Council
- Signature Experiences Coordinating Council***
  - Community Engaged Learning Council**
  - Global Engagement Council**
  - Mentored Research and Internships Council**

Committee on Inclusive Excellence

*TLC reports to CFA as well as CAP
**CEL, GEC, and MRIC report to CAP as well as SECC
***SECC reports to Steering as well as CSPP

INDEX OF ABBREVIATIONS

AAC: Athletics Advisory Council
BFPC: Budget and Finance Planning Council
CAP: Committee on Academic Programs
CIE: Committee on Inclusive Excellence
CELC: Community Engaged Learning Council
CFA: Committee on Faculty Affairs
CICC: Cultural and Intellectual Community Council
CPTC: College Promotions and Tenure Committee
CSCC: Committee on Student and Campus Community
CSPP: Committee on Strategic Planning and Priorities
ESC: Environmental Sustainability Council
FCPC: Facilities and Construction Planning Council
GEC: Global Engagement Council
GSC: Graduate Studies Council
HSC: Honors and Scholars Council
LLC: Liberal Learning Council
MRIC: Mentored Research and Internships Council
SDMC: Self-Designed Major Council
SECC: Signature Experience Coordinating Council
SG: Student Government
SOSA: Support of Scholarly Activities Council
TEC: Teacher Education Council
TLC: Teaching and Learning Council