BOOK TWO. Faculty Bylaws

Table of Contents
Article A. Shared Governance .................................................................................................................. 3
Article B. The Faculty ............................................................................................................................... 3
1. Introduction ........................................................................................................................................ 3
2. Membership ...................................................................................................................................... 3
3. Functions of the Faculty .................................................................................................................... 4
4. Role of the Department in Faculty Governance ............................................................................. 5
Article C. Faculty Officers ....................................................................................................................... 5
1. Provost ............................................................................................................................................. 5
2. Faculty Council President ................................................................................................................. 6
3. Faculty Council President-Elect ......................................................................................................... 6
4. Faculty Council Vice President ......................................................................................................... 6
5. Faculty Council Secretary ................................................................................................................. 6
6. Removal of Officers .......................................................................................................................... 7
Article D. Meetings of the Faculty ......................................................................................................... 7
1. Scheduling Meetings ......................................................................................................................... 7
2. Voting ............................................................................................................................................... 8
3. Special Meetings ............................................................................................................................... 9
4. Cancellation of Meetings .................................................................................................................. 9
5. Observers ......................................................................................................................................... 9
6. Secrecy Provisions ........................................................................................................................... 9
Article E. Faculty Trustee and Faculty Representatives to the Board of Trustees .......................... 10
Faculty Trustee .................................................................................................................................... 10
Article F. Categories of Faculty Expertise for Committee Representation ....................................... 10
1. Election Procedures ........................................................................................................................ 11
2. Meetings ......................................................................................................................................... 13
3. Election of Chair ............................................................................................................................. 13
4. Reporting Responsibilities ................................................................................................................ 14
5. Subcommittees ............................................................................................................................... 14
6. Student Members ............................................................................................................................ 14
7. Observers ....................................................................................................................................... 14
Article I. Academic Committees ....................................................................................................... 15
1. Faculty Council ............................................................................................................................. 15
2. Committee on Undergraduate Education ....................................................................................... 16
3. Academic Policies and Standards Committee ............................................................................... 17
4. Graduate Programs and Policies Committee .................................................................................. 18
5. Faculty Personnel Committee ....................................................................................................... 19
6. Promotion and Tenure Committee ................................................................................................. 20
7. Grievance Committee .................................................................................................................... 21
Article J. College-wide Committees ................................................................................................. 22
1. Retention Committee .................................................................................................................... 22
2. Budget Advisory Committee .......................................................................................................... 23
3. Information Services and Technology Committee ......................................................................... 24
4. Assessment Committee .................................................................................................................. 25
Article K. Compliance Committees .................................................................................................. 26
1. Institutional Review Board .............................................................................................................. 26
2. Animal Care and Use Committee .................................................................................................. 26
Article L. Special Task Forces and ad hoc Bodies ............................................................................. 27
Article M. Parliamentary Authority ................................................................................................... 28
Article N. Grievances and Appeals .................................................................................................... 28
1. Petition to the Faculty Council ....................................................................................................... 28
2. Petition to the Faculty Grievance Committee ................................................................................ 28
3. Appeal to the President .............................................................................................................. 29
4. Appeals to the Trustee Academic Affairs Committee ................................................................ 29

Article O. Procedure to Amend ..................................................................................................... 29
Article A. Shared Governance
As noted in the AAUP Policy Statement on Government of Colleges and Universities, “The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for joint planning and effort” (http://www.aaup.org/AAUP/pubsres/policydocs/contents/governancestatement.htm). In order successfully to achieve its mission as an institution of higher education, Cedar Crest College embraces a philosophy of shared governance in its organizational structure, outline of assigned responsibilities, and promotion of open communication and opportunity for mutual input.

Each issue facing the College calls for a range of perspectives, even though the final decision in each case must be made by the appropriate governing body: the Faculty, the Provost, the President, or the Board of Trustees as their assigned roles in the Bylaws specify. With this need for a range of perspectives in mind, the Bylaws which govern each body seek to provide mechanisms by which transparency and collaboration may be encouraged.

The Faculty Bylaws specify the role of the Faculty in governance and detail the structures by which the Faculty recommends legislation and shares its perspective with members of the administration and the Board of Trustees. The faculty committee structure, in particular, seeks to distribute equitably the work of creating and administering the academic program of the College among members of the Faculty. This structure also seeks to enable Faculty collaboration with members of the administration in promoting the College’s educational mission, provide a mechanism for making recommendations, and allow for the communication of Faculty interests and needs, as these arise.

Article B. The Faculty

1. Introduction
According to the Cedar Crest College Bylaws, the Faculty is concerned with matters of instruction, the formulation of the curriculum, and the advancement of academic standards of the College. The members of the Faculty may be called upon for committee and advisory service related to the educational and disciplinary life of the College. Those members of the Faculty who are chairpersons of departments shall be responsible to the President through the Provost for the work and personnel of their departments. The members of departments shall be responsible to the President and Provost through the chairpersons of their respective departments. (Article VIII.2)

Departments and faculty committees are responsible to disseminate information, make recommendations, and propose policies and programs that will enable the College to fulfill its educational mission.

The Faculty is involved in the life of the college in various ways; departments and academic committees work together to formulate, implement, and modify the academic program of the College. The responsibilities of academic departments are set forth in Book Three of the Faculty Handbook, Articles B.2 and Article D; the role of academic departments in faculty governance is set forth below. The responsibilities of all committees upon which members of the Faculty serve, as well as the constitution, election, and reporting responsibilities of each committee, are set forth in this Book of the Faculty Handbook.

2. Membership
The Faculty is defined in Article VIII, Section 1 of the Cedar Crest College Bylaws as follows: The Faculty shall consist of the President of the College, the Provost, the Dean of Students, the Professors, Associate Professors, Assistant Professors, Instructors, and such other officers and staff of the College as the
3. Functions of the Faculty

The Faculty as a whole and through its academic committees formulates and implements the academic program of the College and maintains academic standards through the performance of several functions: legislative, advisory and consultative, and forensic.

a. Legislative

The Faculty in a meeting convened pursuant to the provisions of the Faculty Bylaws is the only Faculty body that may take action via formal proposals, with the exception of the Faculty Council, which may take action on behalf of the Faculty when the Faculty is unable to meet. The Faculty acts upon recommendations made by the Faculty Council; it may also act upon recommendations made by individual members of the Faculty upon a 2/3 vote of the Faculty. The Faculty is responsible to take action on matters pertaining to the educational interests of the College that include:

- The formulation of the curriculum, including individual academic programs.
- Academic admissions standards.
- Academic standards and discipline.
- Graduation requirements.
- Earned degrees and honors.
- Those sections of the Faculty Handbook subject to Faculty approval.

Faculty action is subject to the approval of the President and the Board of Trustees. A Faculty vote that requires Board approval for enactment will be submitted to the President to convey it and make a recommendation to the Board of Trustees. The action is implemented only upon approval by the Board of Trustees.

In case of question of legislative jurisdiction, the power of decision shall rest with the President.

b. Advisory and Consultative

The Faculty as a whole and through its academic committees and its representation on college-wide and compliance committees acts as an advisory and consultative body and may make recommendations to the President and, through the President, to the Board of Trustees concerning matters that may affect the attainment of the educational objectives of the College, such as:

- The establishment, reorganization, or discontinuation of academic units.
- The forwarding of recommendations concerning tenure, promotion, grievance matters, faculty development, salary and benefits.
- The discussion of matters pertaining to the general welfare of the College.
- The creation of policies affecting instructional resources such as the academic advising and counseling programs, the library, and computer services.
- The planning of physical facilities when these concern the educational program, such as technology resources and classroom space.
- The establishment of registration policies.
- The creation of the academic calendar.
c. Forensic
The free and uninhibited exchange of ideas is central to the philosophy of the academy. Any official and unofficial Faculty venue may serve as a forum for the exchange of ideas among members of the Faculty.

d. Other Functions
The Faculty elects faculty members to serve on academic, college-wide, and compliance committees, as well as recommends membership to task forces and other ad hoc groups. It also elects representatives to serve on the Board of Trustees and Board committees.

4. Role of the Department in Faculty Governance
Book Three of the Faculty Handbook describes an annual curricular and budgetary planning process by which academic departments determine course offerings and indicate staffing requirements, as well as make programmatic recommendations to the Provost, the Faculty Council, the Committee on Undergraduate Education, the Graduate Programs and Policies Committee, and the President. Article C of Book Three further states that “departments are the framework within which faculty members carry out their responsibility for matters of instruction, create excellent learning opportunities for students, formulate curriculum at the level of individual programs, and advance the academic standards of the College.”

Departments therefore serve as the originators as well as the implementers of the individual academic programs of the College; together, the departments of the College support its educational mission in its entirety. In order for them to carry out their responsibilities, departments need to work with the various academic committees which recommend actions concerning and provide oversight of curricular matters. In addition, they need to receive full information from the involved administrative offices about the state of the College with regard to such things as finances, admissions and enrollment, and academic support issues.

To facilitate the departments’ performance of their responsibilities, the Chairs group, which consists of the Chairs of all departments, headed by a Chair of Chairs elected by the groups’ membership, serves as a body that can receive information from the various administrative offices about the state of the College. This information can then be shared among department members and used to assist their planning processes. The Chairs group may also serve as an advisory body that may be consulted by administrators and Faculty committees when there are questions about matters that fall within departmental responsibilities as these are specified in Article C of Book Three.

As an advisory body, the Chairs group does not make formal proposals concerning the academic program of the College, nor take action intended, to govern the activities of the Faculty. Elected academic committees, the specific responsibilities of which are described below, carry out these functions. The Chairs group may, however, offer recommendations and information to committees and administrative offices that will enable all groups to perform their responsibilities more efficiently and effectively.

Article C. Faculty Officers
1. Provost
Among his or her other responsibilities associated with the position, the Provost, has the following duties associated with the Faculty’s legislative activities:

- Schedule Faculty meetings.
- Establish Faculty meeting agendas in consultation with the President of the Faculty Council and
the Faculty Secretary.

- Execute business approved by the Faculty as consistent with the responsibilities of the Provost’s office.
- Appoint a Parliamentarian from the Faculty.
- In consultation with the Director of Libraries, appoint an Archivist.
- Report at scheduled Faculty meetings on matters overseen or actions taken by the Provost.
- In case of absence, delegate the above duties in whole or in part to the President of the Faculty Council.

2. Faculty Council President
The position of Faculty Council President is the most significant representative position a faculty member may hold. The Faculty Council President shall be a tenured, full-time faculty member elected by the Faculty from a slate of all eligible faculty members. He or she will have served first for one year in the capacity of Faculty Council President-Elect before assuming the position of Faculty Council President.

The Faculty Council President serves for one year in this position, beginning with the summer following his or her service as Faculty Council President-Elect and ending at the close of the subsequent academic year. The Faculty Council President may not serve consecutive terms.

Duties:
- Serve as the chief elected representative of the Faculty.
- If the President regularly convenes an advisory group to discuss issues of significance to the College, the Faculty Council President will be invited to be a member.
- Preside at all meetings of the Faculty.
- Consult with the Provost and the Faculty Secretary on the establishment of Faculty meeting agendas.
- Meet bi-weekly with the Provost or as needed to report on potential agenda items for the Faculty Council.
- Coordinate the business of the Faculty Council.
- As a committee chair, be responsible for the duties shared by all committee chairs, described in Article F, with the exception of the final bullet item.

The Faculty Council President receives three credits each semester as compensation for his or her duties; these credits may be taken as course releases or as an overload stipend.

3. Faculty Council President-Elect
The Faculty Council President-Elect shall be a tenured, full-time faculty member elected by the Faculty from a slate of all eligible faculty members. Upon completion of his or her one-year term in this position, the Faculty Council President-Elect moves into the position of Faculty Council President for one year.

The Faculty Council President-Elect begins service in the summer following his or her election and continues through the next academic year; he or she then moves into the position of Faculty Council President as described above.

Duties:
- Assist the Faculty Council President with his or her responsibilities, as needed.
- Represent the Faculty Council President when the President is not available.
- Take minutes at meetings of the Faculty Council or at Faculty meetings when the Faculty Secretary is not available.
4. Faculty Council Past President
The Faculty Council Past President serves for one year following the completion of his or her term as Faculty Council President. The term of service begins at the end of the academic year during which he or she served as President and continues until the end of the following academic year.

Duties:
- Mentor the Faculty Council President and President-Elect
- Serve as a reference point for past Faculty Council business, thereby helping to ensure consistency in Faculty Council procedures, discussions, and actions.

5. Faculty Secretary
The Faculty Secretary shall be a full-time faculty member and shall serve in this capacity for one year. The Faculty Secretary begins his or her duties over the summer following election.

Nomination and Election:
- Candidates shall be selected by the Faculty Personnel Committee. Additional nominations may be made by any faculty member once the slate of nominees is announced, provided the consent of the nominee is obtained.
- Election shall be by secret ballot via electronic means prior to the April faculty meeting, or at that meeting.
- The Faculty Secretary begins his or her term of service during the summer following his or her election to the position and completes service at the end of the academic year following election.

Duties:
- Serve as a voting member of the Faculty Council during his or her term of office.
- Prepare and publish Faculty Council minutes and supervise their distribution by creating an electronic archive that is accessible to all members of the Faculty.
- Prepare and publish notices, agendas, and minutes of the Faculty meetings and supervise their distribution by creating an electronic archive that is accessible to all members of the Faculty.
- Keep track of and convey all approved Faculty Handbook changes to the Office of the Provost for inclusion in the Faculty Handbook.
- Acknowledge as directed faculty members’ life events and convey to the Faculty the contents of any personal notes received on the Faculty’s behalf.
- Perform such duties as the Faculty Council directs.

The Secretary shall be provided with a laptop for minute-taking, upon request. The Secretary receives three credits each year as compensation for his or her duties; these credits may be taken as a course release or as an overload stipend.

6. Removal of Officers
Any elected or appointed officer of the College may be removed for neglect of duty or misconduct in office after receiving notice at least thirty (30) days before any meeting at which it is proposed that such action be taken. A three-quarters (3/4) vote of the members present and voting is required for removal.

Article D. Meetings of the Faculty
1. Scheduling Meetings

a. Time
Regular meetings of the Faculty shall be held monthly during the academic year, which is defined in Article
E.1 of Book Three of the Faculty Handbook. Additional Faculty meetings, including meetings during the months of June, July and August, must be scheduled according to the provisions of Article D.3.

b. Place
Meetings shall be held at a suitable place on the College campus designated by the Provost.

c. Notice and Agenda
The Faculty Secretary shall distribute the minutes at least one week in advance of the scheduled meeting to members (see Article B.2) and observers (see Article D.5).

All committee business for Faculty discussion and/or action will be placed on the Faculty meeting agenda by the Faculty Council and should be sent to the Faculty Council for review at a scheduled FAC meeting prior to the Faculty meeting. Any administrator or individual faculty member who wishes to make a report at the Faculty meeting should notify the Faculty Council President by 5:00 p.m. on the Friday preceding the Faculty meeting. Upon receipt of all information concerning items for the agenda, the Provost, the President of the Faculty Council and the Faculty Secretary will establish the agenda for the Faculty meeting, in consultation with other faculty groups as appropriate or necessary. The Faculty Secretary will distribute the agenda for the meeting to all members of the Faculty and observers by noon on the day preceding the Faculty meeting.

All administrative and committee reports requiring Faculty action at Faculty meetings must be distributed to members of the Faculty via email by noon on the day preceding the Faculty meeting.

Meetings of the Faculty are intended to serve as an opportunity for faculty to exercise their legislative role, as well as a means of fostering discussion of matters that concern the Faculty. Reports from committees and members of the administration made at a Faculty meeting should, therefore, be restricted to the introduction of items for faculty discussion and action. Any items that are offered simply for information should be distributed by committees and members of the administration via an email report, unless the Provost and/or the Faculty Council specifically requests that an informational report be presented at the meeting.

The regular order of the agenda shall be:

- Approval of minutes of the preceding meeting
- Report of the Faculty Trustee
- Items for Faculty action from the Faculty Council on behalf of academic committees
- Items for Faculty discussion from the Faculty Council, committees, and/or members of the College administration
- New business and forensic business from the floor of the Faculty
- Formal or informal presentations to the Faculty on matters of Faculty interest
- Announcements

The President and the Provost may, at their discretion, make reports at any Faculty meeting.

2. Voting

a. Rights
Full-time faculty members and part-time faculty members with at least a half-time teaching load are expected to attend regular Faculty meetings and are eligible to vote at the first regular Faculty meeting following their appointment to the College. Adjunct Faculty are welcome to attend Faculty meetings and
to express their opinions; however, they do not have voting rights.

The President of the College, the Provost, and any other administrator who holds faculty rank as defined in Book Three of the Faculty Handbook, Article A.7 may vote at regular Faculty meetings and meetings of committees, with the exception of the Grievance Committee. An administrator who holds faculty rank is not eligible for membership on the Faculty Council, the Faculty Personnel Committee, the Tenure and Promotion Committee, or as a Faculty member of the Board of Trustees or of Trustee committees.

b. Ex-officio Rights
Any officer or staff member of the College appointed by the President to membership in the Faculty is considered an ex-officio member of the Faculty and of Faculty committees to which that person is assigned. The President and Provost are ex-officio members of all committees except the Grievance Committee. Ex-officio members of committees, with the exception of the President, the Provost, and other individuals who hold faculty rank, do not have the right to vote at Faculty meetings, nor at meetings of Faculty committees, though they are encouraged to express their opinions.

c. Quorum
A quorum shall consist of one-half of the voting members. Once a quorum exists, matters properly before the Faculty shall be decided by a majority vote of those voting, unless the Faculty Handbook stipulates a two-thirds (2/3) or three-quarters (3/4) majority for passage of particular items.

3. Special Meetings
The Provost shall convene a special Faculty meeting under three circumstances: 1) upon the request of the President of the College, 2) in response to a written petition of at least ten faculty members, providing the petition contains a statement of purpose, and 3) at the request of the Faculty Council.

4. Cancellation of Meetings
Any regular meeting of the Faculty may be cancelled or rescheduled in the following ways:
   a. By a majority vote of the members present at any meeting.
   b. By a two-thirds (2/3) vote of the Faculty Council.

5. Observers
Faculty meetings are open to the College community. An executive session includes only voting members of the Faculty. By a majority vote, the Faculty may convene an executive session. The minutes or proceedings of executive sessions may be read and acted upon only in an executive session.

Because freedom of inquiry and the exchange of ideas are central to the mission of academic institutions like Cedar Crest College, secrecy is inappropriate to the college’s governance. Individual members of the Faculty have an obligation to report to the Faculty the conclusions of committees or other groups in which they participate when the business of such committees or groups is concerned with the welfare of the College or the interests of the Faculty. If membership in a committee or group is conditioned about maintaining silence about its decisions or recommendations, members of the Faculty should decline to serve. The obligation to report the business of committees or groups does not apply to the discussion of confidential information about individual persons except with the authorization of the person concerned.
Article E. Faculty Trustee and Faculty Representatives to the Board of Trustees

Faculty Trustee
The Faculty Trustee must be tenured, with the rank of professor, and is elected by majority vote from a slate of all qualified candidates. The Faculty Trustee may not serve on the Faculty Personnel Committee during his or her term of office as Trustee. The Faculty Trustee will also serve as an ex-officio member of the Faculty Council.

Term of office: Three (3) years

Duties:
The Faculty Trustee has duties assigned to him/her by the policies pertaining to Trustees contained in the College Bylaws. In his or her capacity as the Faculty Trustee, he/she shall represent the Faculty, bring forward Faculty concerns, and speak to Faculty interests on topics addressed at Board of Trustees meetings. In addition, the Faculty Trustee should report back to the Faculty discussion surrounding topics on the Board of Trustees agenda that are not considered confidential.

The Faculty Trustee serves as a member of Board committees as appointed by the Chair of the Board. The Faculty Trustee, as an employee of the college, is not an independent Trustee. Consequently, the Faculty Trustee does not participate in executive sessions of Board of Trustee meetings.

- Faculty Representatives to Board of Trustee Committees
- Faculty members who serve as members of Board of Trustee Committees are selected by the Faculty Personnel Committee as part of a slate; they serve two year terms. The Trustee Committees that require Faculty representation are as follows:
  - Academic Affairs Committee: Two (2) faculty members, both of whom must hold the rank of professor. Neither faculty member may concurrently serve on the Promotion and Tenure Committee.
  - Advancement Committee: Two (2) faculty members.
  - Enrollment Management Committee: Two (2) faculty members.
  - Facilities and Property Committee: Two (2) faculty members.
  - Honorary Degrees Committee: Two (2) faculty members.

The duties of Faculty representatives to the Board of Trustees are assigned by the policies contained in the College Bylaws governing Board committee expectations.

Article F. Categories of Faculty Expertise for Committee Representation
Recognizing that the academic program of the College reflects a number of different disciplines, each with its own theoretical assumptions and pedagogical practices, on the one hand, and that some of the committees upon which members of the Faculty serve are assigned duties for which a range of academic perspectives will foster discussion in productive ways, on the other hand, faculty members are assigned to five categories of faculty expertise that are defined below and referred to in the membership guidelines for each committee that requires this type of representation.

Faculty members who are elected from particular categories should see their responsibility to include the contribution of a disciplinary sensibility to committee conversations, as appropriate. Their representation should not be partisan or political, but, rather, perspectival. If any faculty representative believes that the thoughts or special knowledge of other faculty members in the category is required to inform discussion, that faculty representative should either 1) engage in conversation with the appropriate faculty members in the category of faculty expertise and bring the results of that conversation to the committee to further its deliberations, or 2) invite the appropriate faculty member or members from the category to participate in the committee’s discussion of a topic, if the need for “expert testimony” is anticipated.
When committees require particular kinds of faculty expertise not necessarily reflected in category representation in order to arrive at informed decisions, they must solicit appropriate faculty participation as part of their deliberations. Such committees include the Faculty Council, the Committee on Undergraduate Education, the Graduate Programs and Policies Committee, the Faculty Personnel Committee, and the Faculty Development Committee.

The five categories of faculty expertise are listed below, along with examples of academic disciplines associated with each category:

1. **Arts**: Art, Dance, Music, Theatre
2. **Humanities**: Communication, English, International Languages, History, Philosophy
3. **Social Sciences**: Anthropology, Business, Economics, Global Studies, Political Science, Psychology, Religious Studies, Sociology
4. **Math and Natural Sciences**: Biology, Chemistry, Computer Science, Mathematics, Physics
5. **Programs with Certification/Approval**: Education, Nursing, Nutrition, Social Work

**Article G. General Rules for Committees**

1. **Election Procedures**

The Faculty selects faculty members to serve on academic committees, college-wide committees, compliance committees, and other bodies requiring Faculty representation by recommending its members for such appointments.

a. **Election of Faculty Council representatives**

The election procedure for the Faculty Council is as follows:

Prior to the March faculty meeting, the Faculty Personnel Committee shall announce to the Faculty that it is preparing a slate of all eligible tenured, full-time Faculty for the position of Faculty Council President-Elect. Ordinarily, a faculty member may request at this time that the Faculty Personnel Committee remove his or her name from the slate for reasons that may include current or recent service on another standing committee, other significant service responsibilities, or medical or other personal circumstances. Once the deadline for modifications to the slate has passed, the Faculty Personnel Committee shall electronically distribute the final slate of candidates to the Faculty for initial voting. Upon completion of this stage of the process, the Faculty Personnel Committee shall prepare and distribute electronically a slate of the five faculty members who have received the most votes for a second-stage run-off election. The faculty member receiving a majority of votes in this run-off election, or additional run-off elections as needed, is elected as Faculty Council President-Elect. This election must be completed before elections for other Faculty committee positions have been held and, in any case, shall be concluded by the April faculty meeting.

Following the election of the Faculty Council President-Elect, any open positions among the representatives from the five categories of faculty expertise are elected from a slate of all remaining eligible tenured, full-time faculty from those categories. The chairs of the academic committees represent their committees on the Faculty Council only during their term of service as chair and are selected by their respective committees. Since the Faculty Council President-Elect moves into the position of Faculty Council President after one year of service as Chair-Elect, as described in Article B, and the Past President serves after completing service as Faculty Council President, there are no elections for Faculty Council President or Faculty Council Past President.

b. **Election of representatives to the Faculty Personnel, Promotion and Tenure, and Grievance Committees and of the Faculty Trustee**
Following the election of the Faculty Council President-Elect and divisional representatives, the Faculty Personnel Committee shall conduct elections for all other open committee positions and shall notify the Faculty of which positions are open.

Open positions on the Faculty Personnel Committee, Promotion & Tenure Committee, and the Grievance Committee require an election by secret ballot from a slate of all qualified candidates for the position(s) to be filled, as does the position of the Faculty Trustee. Ordinarily, the Faculty Personnel Committee will provide notification of their eligibility to serve on one or more of these committees or as Faculty Trustee to faculty members at least one week in advance of the election period for these positions. Ordinarily, a faculty member may request that the Faculty Personnel Committee remove his or her name from the slate of candidates for these positions within 48 hours of the time of electronic voting for reasons that may include current or recent service on another academic committee, other significant service responsibilities, or medical or other personal circumstances. The Promotion and Tenure Committee and Grievance Committee elections follow a different timetable as indicated below.

c. **Election of representatives to committees requiring nomination** by the Faculty Personnel Committee

Committee positions that require nomination by the Faculty Personnel Committee are indicated under the committee descriptions. For all such positions not requiring a slate of all qualified candidates for the position, the Faculty Personnel Committee shall solicit nominations from members of the Faculty, including department chairs, and from the Provost. All recommendations for these committees shall be considered by the Faculty Personnel Committee, which will contact nominated individuals prior to preparing a slate of candidates for such committees and for the position of Faculty Secretary.

d. **Election of committee representatives by departments**

The membership of the Animal Care and Use and Safety Committees includes representatives who are chosen by academic departments. The Faculty Personnel Committee should contact the appropriate departments to receive the names of faculty members who have been selected for service to these committees and notify the Faculty of their selection.

e. **Grievance Committee election process**

The election procedure for the Grievance Committee is as follows: each faculty member votes for three (3) candidates listed on the ballot for the committee, and the three candidates receiving the most votes are elected as members of the committee. The individual receiving the fourth highest number of votes is elected as the alternate to the committee. All remaining candidates on the slate are ranked as additional alternates based on the number of votes received.

f. **Timetable for elections**

Committee elections shall be held during the months of March and April by electronic methods or at the April faculty meeting as needed, for committee service that begins with the following academic year. The order of committee elections is as indicated above. The election of representatives to the Promotion and Tenure Committee and the Grievance Committee shall take place electronically during the month of September or at the September faculty meeting. Terms of office are indicated under the description of each committee and its responsibilities.

g. **Replacement of committee members**

If a faculty member serving on a committee is on leave or is no longer associated with the College, the committee chair or the Office of the Provost shall inform the Faculty Personnel Committee, which will then nominate a replacement member to serve during the leave or for the remainder of the original faculty member’s term. The faculty member nominated to serve as a replacement shall be elected by the Faculty
at its next regularly scheduled meeting. If a replacement is needed for the Faculty Council, the Faculty Personnel Committee, the Promotion and Tenure Committee, or the position of the Faculty Trustee, the Faculty Personnel Committee shall prepare a ballot listing all eligible Faculty for the replacement position, following the procedures described above. In the case of the Grievance Committee, the elected alternate faculty member shall serve as the replacement.

In the event that a Faculty Council President-Elect is unable to continue serving in this position, the Faculty Council shall inform the Faculty Personnel Committee, who will hold a special election to replace the President-Elect at the next regularly scheduled faculty meeting or via electronic ballot. All tenured, full-time faculty members, including the divisional representatives serving on the Faculty Council, shall comprise the slate of eligible candidates to serve as the replacement President-Elect. If a divisional representative is selected as the replacement President-Elect, a follow-up election shall be held to replace the divisional representative on the Faculty Council. The replacement President-Elect finishes the term of the original President-Elect and moves into the position of Faculty Council President as described in Article B.

In the event that a Faculty Council President is unable to complete the term of service, the Faculty Council President-Elect moves into the position of Faculty Council President and an election is held for a replacement Faculty Council President-Elect as described above. Depending upon when the replacement faculty members begin service, they may extend their service into the next term of office, if doing so provides greater continuity in the conduct of business. Such a decision will be determined jointly by the Faculty Council President and President-Elect, the Provost, and the Faculty Council.

2. Meetings
All elected academic and compliance committees should meet by the second week of the fall semester to establish an agenda for the committee for the upcoming academic year. After its initial meeting, if an academic or compliance committee maintains a regular meeting schedule, that schedule must be announced to the Faculty. Committees that do not have business requiring a regular meeting schedule may meet as necessary. College-wide committees meet as determined by their chairs.

The Faculty Council and the Safety Committee meet year-round; members of these committees are expected to be available to attend meetings in the summer as scheduled, in addition to meetings during the academic year.

3. Election of Chair
After committee elections have been completed and prior to concluding their business in May, all academic and compliance committees must elect a Chair for the next academic year and inform the Chair of the Faculty Personnel Committee, the President of the Faculty Council, and the Office of the Provost of the results of that election.

Unless specified otherwise, all Chairs are elected by the continuing and incoming members of their committees. Ordinarily a Chair shall have been a member of the committee for one (1) year prior to his/her election. The outgoing chair shall report the results of this election as described above.

All faculty members, particularly tenured faculty members, are expected to serve as committee chairs at some point during their term of service on committees. If no member of a committee is willing to assume the position of Chair, the outgoing Chair should notify the Faculty Personnel Committee immediately; the Faculty Personnel Committee will try to facilitate the process of election of a chair and, if unsuccessful, will refer the matter to the Faculty Council for resolution.
4. Reporting Responsibilities
All academic and compliance committees, subcommittees, and ad hoc groups must take minutes of their meetings and distribute these to the Faculty and to the Library Archives. The Grievance Committee is exempt from the obligation to distribute minutes, as is the Faculty Personnel Committee when it is in the process of reviewing cases involving the suspension or termination of a faculty member for cause, or other personnel matters involving individuals. The Promotion and Tenure Committee is exempt from the obligation to distribute minutes when it is in the process of reviewing tenure-track reappointment or tenure and promotion files. Committee minutes must include all actions taken by the committee; they may include discussion of committee business as a mechanism to keep the Faculty apprised of ongoing conversations about matters affecting the Faculty and its responsibilities. College-wide committees take and distribute minutes and/or reports as specified under the description of their duties.

All academic committees shall report recommendations for action to the Faculty Council, which will, in turn, recommend such items to the Faculty at regular Faculty meetings, following the procedure outlined in Article D.1.c.

All academic committees must also distribute an annual report of activities to the Faculty by May 31st. All other committees should report on their activities as is consistent with the reporting responsibilities associated with each committee and described in these Bylaws.

5. Subcommittees
Faculty Committees may appoint subcommittees as needed. The Faculty Personnel Committee shall be notified of the charge and personnel of subcommittees at the time of their formation. Ordinarily, subcommittees shall terminate at the end of the academic year unless committees vote to continue them. See Article L for more information on task forces and ad hoc groups.

6. Student Members
Student members of Faculty committees when required are selected by Student Government and serve in an ex-officio capacity. All student terms are for one (1) year. Students may serve consecutive terms.

7. Observers
Committee meetings are open to all faculty members. Exceptions are allowed for meetings of the Faculty Personnel, Promotion and Tenure, and Grievance Committees. Committees are encouraged to consult with faculty members not serving on the committee, as well as with non-faculty, as circumstances dictate. See Article F.

Article H. Duties of Committee Chairs
Chairs of academic and compliance committees have particular responsibilities to ensure that the lines of communication are maintained between the committee, the Faculty, and administrative offices whose work bears on committee responsibilities. They also help the committee to function smoothly and with continuity from year to year.

To foster communication and continuity, committee chairs should assume responsibility for the following activities:
- Reviewing with committee members the duties of the committee as indicated by the Faculty Bylaws at the beginning of each academic year.
- Publishing an agenda prior to the committee’s meeting, to be distributed to all committee members and shared with the Faculty Council President (with the exception of the Graduate and Grievance Committees).
Ensuring that committee minutes are taken, approved, and distributed to the Faculty via the creation of an electronic archive within MyCedarCrest or whatever electronic platform may replace this venue in the future. Also ensure that all approved committee minutes are sent to the Library Archives. Any handouts distributed at Faculty meetings should also be archived as described above.

Bringing to the Faculty Council on behalf of the committee any items requiring Faculty action. Writing and distributing to the Faculty a year-end report of the committee’s activities, recommendations made, and pending business by May 31st.

Serving as a liaison to the members of the Faculty and administration for the committee, and for other groups or individuals to the committee.

Passing on tabled items to the new Chair, along with any other information that may assist the new Chair to maintain continuity in the committee’s discussions.

Convening the new committee after faculty elections have been completed in May, before the end of the academic year, to elect a new Chair.

The chairs of the Committee on Undergraduate Education, the Faculty Personnel Committee, the Graduate Programs and Policies Committee, the Academic Policies and Standards Committee, and the Promotion and Tenure Committee serve on the Faculty Council. These chairs have the responsibility to understand and report to their respective committees on the priorities discussed at meetings of the Faculty Council.

Article I. Academic Committees

Academic committees are those committees with business that falls within the Faculty’s responsibility as defined by the College Bylaws; by definition, these are standing committees of the Faculty. The College Bylaws state: “The Faculty of the College shall be concerned with matters of instruction, the formulation of the curriculum and the advancement of academic standards of the College” (Book 1, Article XIII, Section 2). Hence, the committees defined as Academic Committees are directed toward matters over which the Faculty has legislative authority. Actions recommended by these committees are considered for approval by the Faculty and, if required, taken by the President to the Board for final approval.

1. Faculty Council

Membership: The composition of this committee will include the Faculty Council President; the Faculty Council President-Elect; the Faculty Council Past President; the Faculty Secretary; one (1) person from each category of faculty expertise; and the chairs of each of the following academic committees: Committee on Undergraduate Education, Faculty Personnel Committee, Promotion and Tenure Committee, Academic Policies and Standards Committee, and the Graduate Programs and Policies Committee. In addition, the Faculty Trustee will serve as an ex-officio member of this committee. All members of the Faculty Council must be full-time faculty; the Faculty Council President, the Faculty Council President-Elect, the Faculty Council Past President and the five members representing the categories of faculty expertise must be tenured faculty.

Term of office: The Faculty Council divisional representatives serve three (3) year terms. The Faculty Council President-Elect serves for one year before moving into the position of Faculty Council President for one year; the Faculty Council Past President serves for one year. The Faculty Secretary serves a one-year term. The term of the Faculty Trustee coincides with the term of his or her office. The chairs of the academic committees are elected by their committees and serve on the Faculty Council only during their terms as committee chairs.
Duties: The Faculty Council shall review, coordinate, and implement legislation pertaining to the College’s academic program, as well as oversee matters pertaining to the Faculty. The Council is the Faculty body that recommends legislation to the Faculty for approval.

Its specific duties shall be to:

- Coordinate standing committee agendas and activities, with the exception of the Grievance Committee.
- Communicate standing committee and ad hoc committee activities to the Faculty.
- Recommend the establishment, reorganization, or discontinuation of academic departments, units, and programs, as well as consult and advise concerning the impact of retrenchment or discontinuation of a department, discipline, or program on individual faculty members.
- Recommend legislation to the Faculty.
- Provide recommendations and input to the Provost and any advisory body upon which the Faculty Council President is asked to serve.
- Consult with academic programs and administrative offices on matters falling within the purview of Faculty responsibilities.
- Consult with the Department Chairs Group on matters involving the oversight of academic departments.
- Advise and recommend on the creation and staffing of ad hoc groups.
- Oversee revisions to the Faculty Handbook and communicate approved changes to appropriate offices or personnel.
- Maintain a list of faculty membership on committees and other ad hoc groups, as determined by the Faculty Personnel Committee.
- If the Faculty is unable to meet, act for the Faculty on all matters. The Faculty Council is on call during June, July, and August. Action taken by the Faculty Council on the Faculty’s behalf must be reported to the Faculty.

All academic and compliance committees of the Faculty report the results of their deliberations to the Faculty Council; the Faculty Council, in turn, reports to the Faculty. Additionally, the Faculty Council works with the Provost to advance the academic program and to maintain a liaison relationship with other members of the administration and with college-wide committees upon which faculty members serve. The President of the Faculty Council represents the Faculty on any advisory group on which s/he is asked to serve by the President. The Faculty Council meets twice monthly during the academic year.

The election procedure for the Faculty Council is described in Article G.1 Election Procedures.

2. Committee on Undergraduate Education

Membership: Five (5) faculty members, to include one full-time member from each of the five categories of faculty expertise; each faculty representative is nominated by the Faculty Personnel Committee as part of a slate. Additional members include two (2) undergraduate students, to be selected by the Student Government Association. The Director of the Library, the Assistant Dean for Student Success and Retention, the Dean of SAGE, and the Registrar all serve ex-officio.

Term of office: Three (3) years

The Committee on Undergraduate Education (CUE) shall review and evaluate all course and curricular proposals submitted by the academic departments and units of the College and advise on matters pertaining to effective education. In addition, the committee should oversee the curriculum of the First Year Experience, the Living Learning Communities, and the Honors Program, and any other College-wide
academic programs. Finally, the committee should oversee the regular assessment of all college-wide general education requirements and college-wide learning outcomes; it may create a subgroup as needed to accomplish this task.

Its specific duties shall be to:

- Establish and disseminate procedures for receiving and reviewing courses and curricular proposals.
- Recommend curricular additions and deletions, new programs, and changes in general education requirements, including any future college-wide curricular proposals.
- Review and evaluate existing curricula and programs.
- Review courses proposed for liberal arts curriculum (LAC) designations and approve such designations for these courses.
- Review and approve student proposals for self-designed majors. Student committee members shall not participate in decisions regarding student proposals.
- Review and evaluate assessment findings, in coordination with the Assessment Committee, to effect curricular changes and recommend best teaching practices that ensure the general education skills of students.
- Provide oversight to the academic components of College-wide academic programs, including but not limited to the First Year Experience, the Living Learning Communities, and the Honors Program.
  - When subgroups are created to oversee the administration of programs like the First Year Experience, Living Learning Communities, or other college-wide initiatives that involve academic components, such subgroups should include a member of the Committee on Undergraduate Education, to allow for communication of subgroup activities to the committee.
  - Communicate with the Honors Program Director on at least an annual basis and in particular whenever changes to the Honors Program are proposed.
- Participate in the development of any future college-wide curricular proposals at the undergraduate level.

The Committee on Undergraduate Education recommends items for faculty action to the Faculty Council; it may bring matters for discussion to the Faculty.

3. Academic Policies and Standards Committee

Membership: Five (5) faculty members, to include one full professor and one full-time faculty member of any rank elected at large, one full-time faculty member from a discipline with a graduate program, one full-time faculty member from the Programs With Certification category of faculty expertise (other than the discipline of the graduate program representative), and one full-time faculty member from one of the remaining four categories of faculty expertise. Each faculty committee member is nominated for this committee by FPC as part of a slate. The Director of Admissions, the Assistant Dean for Student Success and Retention, the Dean of SAGE, the Dean of Students, the Registrar, and the Director of Student Financial Services all serve ex-officio.

Term of Office: Three (3) years

The Academic Policy and Standards Committee shall review and recommend to faculty the undergraduate academic policies of the College and respond to student petitions for exceptions to these policies. It will also review on an annual basis the College’s admissions strategy, including the setting of academic standards as part of that strategy, and will provide feedback to the Director of Admissions regarding the strategy. In consultation with the Director(s) of the Honors Program, it will recommend to the faculty the
standards for admission to the Honors Program. Departments that have specific academic standards required of students entering particular undergraduate programs will inform the committee of these requirements. The committee will send a liaison to any other committee or taskforce reviewing candidates for any College-wide awards or distinctions based largely on academic merit.

Its specific duties shall be to:
- Review and recommend undergraduate academic policies, such as academic requirements and regulations for degree, College-wide honors, and probation.
- Review petitions for exceptions to academic policies, including curricular policies. The Committee does not review proposals for self-designed majors.
- Recommend to the Provost the retention or dismissal of any undergraduate student whose grade point average does not meet the minimum academic standard when such students appeal their dismissal from the College.
- Advise the Provost on matters related to academic policy
- Discuss with the Admissions Director the standards for admission the College uses to admit all undergraduate matriculated students. Evaluate and recommend to the faculty the standards for admission to the Honors program.
- Consult with the Admissions Director on criteria that can be used to determine when an applicant may be admitted even when admissions standards are not clearly met.
- Review and advise on the academic calendar as presented by the Provost.
- Consult with Admissions and Marketing, including the review of enrollment trends and needs of the traditional and SAGE student, making recommendations to them concerning the future enrollment needs of the College. Discuss ways of improving program visibility in order to maintain enrollment across programs.
- Recommend to the faculty revisions to those sections of Book IV of the Faculty Handbook under the purview of this committee.
- Collaborate on the creation of standards and procedures for the awarding of scholarships and other awards based solely or primarily on academics. This includes all departmental scholarships; it does not include standards for the ordinary financial aid given by the College.

The Academic Policies and Standards Committee reports items for faculty action to the Faculty Council; it may bring matters for discussion to the Faculty. It maintains a liaison relationship with the appropriate academic committees (CUE, GPC, FPC), the Retention Committee, the Chairs Group, administrative personnel, and any group reviewing candidates for College-wide awards, scholarships, or distinctions based on academic merit.

4. Graduate Programs and Policies Committee
Membership: Variable, to include the Directors of all graduate programs and one full-time, at-large faculty member nominated by the Faculty Personnel Committee. Ex-officio members include the Registrar, the Dean of SAGE, and the Director of the Library. One graduate student representative per graduate program elected by his or her peers may serve on the committee. Graduate representatives are invited to attend the meetings of the Graduate Programs and Policies Committee; the time of the meetings is set by faculty availability.

Term of Office: Graduate Program Directors, ex-officio, elected faculty representative three (3) years; Graduate Student Representative, one (1) year.
Selection: Appointment of the Director of a Graduate Program is made by the President. The student representative will be selected in a manner that is consistent with selection of representatives to other Faculty, College-wide, and Compliance Committees.

The Graduate Programs and Policies Committee shall review and recommend all graduate curricular proposals and policies submitted by the academic departments at the College.

Its specific duties shall be to:

- Advise faculty on curricular matters pertaining to graduate programs that may affect the attainment of the College's mission, including its education goals and objectives.
- Establish and disseminate procedures for receiving and reviewing graduate courses and curricular proposals.
- Review and recommend graduate curricular initiatives to the faculty, including new program proposals, new course proposals and procedures, and curricular changes brought to the committee as a result of program assessment.
- Review and recommend to the faculty graduate admission policies and procedures.
- Review and recommend graduate academic policies to the faculty.
- Advise the Dean of Student Affairs on matters pertaining to graduate student life.
- Advise and recommend to the faculty all post-baccalaureate programs and proposals.
- Review and make recommendations in relation to non-credit-bearing programs.

The Graduate Programs and Policies Committee reports items for Faculty action to the Faculty Council; it may bring matters for discussion to the Faculty.

5. Faculty Personnel Committee

Membership: Five (5) faculty members, to include two full professors, one associate professor, one tenure-track assistant professor, and one non-tenure-track instructor. Members are elected by the Faculty from among all eligible candidates. Non-tenured members of the Faculty Personnel Committee may not take part in cases concerning suspension or termination of a faculty member for cause that come before the Committee. In this instance, if fewer than the three tenured faculty members on the committee are available to hear the case, the Faculty Council President may serve as a replacement member or, if ineligible to serve in the particular case, the Faculty President-Elect or the Past President may serve, as needed. In the rare event that a tenured member of the Faculty Personnel Committee also serves concurrently as a faculty representative to the Academic Affairs Committee of the Board of Trustees, which also reviews cases of suspension or termination of faculty members for cause, that faculty member should recuse himself or herself from deliberations at the Board level.

Term of office: Three (3) years with no consecutive terms.

Duties: The Faculty Personnel Committee oversees the election of faculty to Faculty and Board committees and is involved with all personnel matters with the exception of the third-year review and the tenure and promotion process. It oversees the process of suspension or termination for cause. The committee also reviews and recommends the policies contained in Book three of the Faculty handbook, except for the policies regarding the third year review and the tenure and promotion process, which are under the jurisdiction of the Promotion and Tenure Committee, and advises on the policies contained in Book Five of the Faculty Handbook.
Its specific duties shall be to:

- Advise on matters of policy concerning instructional requirements and the evaluation of faculty performance.
- Review cases involving the proposed suspension or termination of a faculty member for cause, as described in Book 3 of the Faculty Handbook.
- Review and advise on or recommend, as stipulated by Book Three and Book Five of the Faculty Handbook, policy concerning faculty appointments, promotion in rank, tenure, leaves, salaries and benefits, rights and responsibilities, emeritus status, and any other personnel policies.
- Select and recommend candidates for Faculty offices and committees.
- Conduct Faculty elections as described in Article G.1 of the Faculty Bylaws.
- Notify members of their election or appointment to committees, and maintain a list of existing committees, subcommittees, and ad hoc groups, and the chairs of these bodies. Provide this list to the Office of the Provost and make available to the Faculty Council, as needed. Refer to the Faculty Council any difficulties with committee staffing or election of committee chairs that the Faculty Personnel Committee cannot resolve.

The Faculty Personnel Committee reports items for faculty action to the Faculty Council; it may bring items for discussion to the Faculty.

6. Promotion and Tenure Committee

Membership: five (5) faculty members, one each from any category of faculty expertise with two or more full and associate professors, and enough at-large members to bring the total number to five. One alternate will also be elected, who will serve if one member withdraws or resigns. Each member of the committee must hold tenure and have achieved the rank of Associate Professor or Professor. The committee will be elected at the September faculty meeting. Any professor who chairs a department within which a member will be applying for promotion and/or tenure is ineligible to serve on the committee in the year during which the application is made. Members of the committee are not eligible to serve on the Grievance Committee or the Trustee Committee on Academic Affairs.

Terms of office: Three (3) years, members may not serve consecutive terms.

Duties: The Promotion and Tenure Committee is involved with the third-year review process in a mentoring role, providing tenure-track faculty within that process with an evaluation of performance to date. It is also involved with tenure and promotion reviews, as detailed in Book Two of the Faculty Handbook, and makes recommendations to the Faculty regarding policies on third year review, tenure, and promotion.

Its specific duties shall be to:

- Recommend faculty for promotion and/or tenure to the President, following an examination of the candidate’s review files and consideration of recommendations from departmental Senior Faculty and the Provost, following the procedures outlined in Book Three of the Faculty Handbook.

7. Faculty Development Committee

Membership: Three (3) full time, at-large members nominated by the Faculty Personnel Committee as part of a slate. The Provost serves in an advisory capacity to the committee. One member of the Office of Development and Alumnae Relations serves as an ad hoc member of the committee.

Term of office: Three (3) years
The Faculty Development Committee establishes criteria and procedures for faculty proposals for funding to support activities and projects which will enhance the personal and professional growth of the faculty member and will benefit his/her students, department, and/or the College.

Its specific duties shall be to:

- Recommend to the Faculty a set of criteria for funding, as well as the procedure for application and timetable to be followed.
- Review proposals submitted by faculty members and recommend the approval of individual proposals, along with recommended award levels for each approved proposal. The committee shall make its decisions taking into consideration the total amount of money requested by faculty members and the budget allotted for faculty development for money requested by faculty members and the budget allotted for faculty development for the year. When a member of the committee has submitted a proposal for funding, that member shall not participate in the committee’s discussion of his/her proposal.
- With the advice and counsel of the Office of Development and Alumnae Relations, actively look for and identify development opportunities for faculty.
- Communicate information about faculty development support to the Faculty Council.

All record-keeping involving proposals and committee actions is handled through the Office of the Provost.

The Faculty Development Committee makes recommendations for funding awards to the President and the Provost and provides the Faculty with a list of faculty members receiving funding and their projects to the Faculty in their yearly committee report. The committee reports to the Faculty Council with regard to recommendations for the application procedure for awards and the standards to be applied for review of funding proposals.

8. Grievance Committee
Membership: Three (3) tenured faculty plus one (1) alternate. Department Chairs, administrative officers, members of the Faculty Personnel Committee, Promotion and Tenure Committee, Faculty Trustees and members of the Trustee Committee on Trustee Academic Affairs are ineligible. An alternate member serves if a case before the Grievance Committee involves one of the members of the committee or if a member of the Committee recuses him/herself. (Amended September 20, 2011)

Term of office: One (1) Year. If review of a grievance begun during the term of one grievance committee has not been completed, the committee will complete its charge even if another committee has been elected for the following year.

Duties: The Grievance Committee is the body that considers grievances involving the provisions of the Faculty Handbook and recommends its conclusions to the President.

Its specific duties shall be to:

- Advise parties of grievance procedures in force.
- Review grievance cases that are brought to the committees, following the relevant grievance procedure outlined in the Faculty Bylaws (Book Two) and Book Three of the Faculty handbook, and report recommendations to the President, to the individuals concerned in the grievance, and to other bodies or individuals as mandated by the relevant grievance procedure.
The Grievance Committee makes recommendations to the President and to appropriate individuals or bodies as mandated. The committee reports case summaries without reference to names to the Faculty.

Article J. College-wide Committees
College-wide committees are those committees with business that benefits from Faculty consultation and coordination with other areas. These committees consider matters over which the Faculty do not have oversight or legislative authority; the Faculty representatives who serve on College-wide Committees serve to advise and inform the committee, and to communicate information to the Faculty or other Faculty committees.

1. Retention Committee
Membership: Two (2) faculty members, to include one tenured, at-large member and one untenured, at-large member. Faculty representatives to this committee are nominated by FPC on the basis of interest in service to this group as part of a slate; the faculty term of service shall be three (3) years. Other members include the Assistant Dean for Student Success and Retention, the Dean of Students, the Director of the Office of Leadership and Student Development, the Director of Global Initiatives, the Assistant Director of Academic Services, an Academic Advisor for the School of Adult and Graduate Education appointed by the Dean of SAGE, and a representative from Athletics. Two students, a traditional student representative and a SAGE student representative, shall be selected for this committee each year by the Student Government Association. The committee shall be co-chaired by the Dean of Students and the Assistant Dean for Student Success and Retention.

Faculty term of office: Three (3) years

The Retention Committee brings together representatives from various areas at the College, including Academic and Student Affairs, as well as faculty and students, to discuss, implement, support, publicize, and assess activities identified as contributing to student success, satisfaction, and, thereby, continuance at the College. The larger purpose of the Retention Committee is to foster communication among the constituencies represented on the committee, with the goal of coordinating retention efforts and sharing perspectives on and information about retention activities and outcomes.

Its specific duties shall be to:
- Discuss issues that influence retention of students on a large-scale, programmatic level, rather than individual student cases
- Share and discuss concerns expressed in various venues (e.g., among staff members, faculty members, or students) related to retention in general or to specific retention efforts at the College
- Communicate information about current research or governmental policies regarding retention to the broader College community
- Communicate information about specific retention activities being pursued to faculty, staff, and, as appropriate, to students
- Direct suggestions or recommendations regarding retention to the appropriate bodies (e.g., administrative, staff, faculty, student) for review and implementation
- Create methods to identify and assess the success of retention efforts at the College
- Raise the general level of discussion about retention on campus
- Collaborate on initiatives that support the holistic retention efforts of the College and the units represented around the table.
If a faculty and/or student representative is requested to be a member of an ad hoc group established within the Student Affairs area, priority should be given to selecting a member of the Retention Committee, to facilitate communication with the committee and, in turn, its constituencies.

The Retention Committee should take and publish minutes, to be distributed to the Faculty, to the Provost, to the President, to the Dean of SAGE, to the division of Student Affairs, and to members of other administrative offices involved in retention efforts. The Committee may also communicate, as desired, with other areas of the College not listed here or represented on the Committee, when to do so will facilitate the Committee’s performance of its duties.

2. Budget Advisory Committee
Membership: President (serving as chair of the committee), Provost, Dean of SAGE or his/her designee, Dean of Admissions, Dean of Students, Chief Financial Officer, Vice President for Development and Alumnae Relations, Chief Marketing Officer, Controller/Assistant Controller (ex officio), one (1) faculty member designated from each of the following committees: Faculty Council, Faculty Personnel Committee, Committee on Undergraduate Education, Academic Policies and Standards Committee, Graduate Programs and Policies Committee. Other members of the College community may be invited by the committee to discuss/update the committee on an as needed basis. If a faculty committee chair serving on the Faculty Council also serves on the Budget Advisory Committee, that member may also serve as the Faculty Council designate; otherwise, a faculty member serving on the Faculty Council will be designated.

Term of office for Faculty: Two (2) years concurrent with committee membership. Ideally the designate would begin serving on the BAC during his/her second year on the “home” standing committee.

Duties: The Budget Advisory Committee will (1) provide guidance to the President on budgeting matters; (2) provide more opportunities for broader input in the College’s budgeting process; and (3) provide greater transparency in the budgeting process. The BAC will be included in broad discussions of major revenue sources, as well as salaries, benefits, supplies and expenses, capital improvements, maintenance and other major expenditures. These discussions will provide a forum for understanding the annual budget preparation process and a method of general review of revenues/expenditures.

Specific duties include the following:

- **Beginning of September:** After the drop/add period is over, fall enrollment numbers are verified and financial aid projections are revised. The Committee will review prior year-end results and the current year operating budget update based on the final fall start information. The committee will have the opportunity to provide input and recommendations before the final budget is sent to the Finance and Endowment Committee for approval.
- **Beginning of October:** The BAC will meet to review the final budget that will be proposed to the Finance and Endowment Committee. The Finance and Endowment Committee will bring the final budget to the Board at the October meeting for approval. Any concerns presented by the BAC regarding the current and future year projections, or additional information of which the Committee wants the Board to be notified, will be gathered at this meeting.
- **Beginning of November:** The BAC will be briefed on the status of the budget from the October Board meeting, including responses from the Board regarding the concerns presented by the BAC. The BAC will discuss assumptions being considered to begin the budget process for the following fiscal year. Requests for capital expenditures, and supplies and expense budgets will be sent out shortly after this meeting so that departments can begin the process of developing their budgetary needs for the next academic year.
Late January: The Committee will review the preliminary budget for the next academic year based on the requests submitted by the departments. Discussion about the proposed tuition, room, and board increases, and preliminary salary increases, will be discussed. Benchmark data relative to historical tuition costs and increases at other institutions will be reviewed. Discussion of other assumptions that are made relative to the other major expense categories will help inform the decisions relative to proposed tuition, room, board, and salary changes. The Administration must present a preliminary budget, with recommendations for tuition, room, and board increases, along with preliminary salary increases, to the Finance and Endowment Committee meeting prior to the February Board Meeting.

Mid-March: The committee will be presented with the revised current year projections and future year budget. Significant budget changes that may have been implemented since the last meeting and Trustee comments and concerns will be reviewed with the Committee.

Late April: The Committee will review the current year budget vs. updated projection for year end, and will review the updated budget for the next academic year prior to the May Trustee meeting. Any concerns that still exist within the Committee will be gathered, and will be reported to the finance and Endowment Committee prior to the May Board meeting. At the May Board meeting, the Trustees will also review the current year budget vs. updated projection for year end, and the updated budget for the next academic year. Any major changes in assumptions since the February Board meeting will be highlighted.

Beginning of June: The committee will recommend how budget funds that have not been expended during the year will be used, and review the board of Trustees May updated budget projection for year end as well as the updated budget for the next academic year.

The Budget Advisory Committee reports to the Faculty through their committee structure and/or at Faculty meetings as appropriate.

3. Information Services and Technology Committee

Membership: Three at-large faculty members nominated for service by the Faculty Personnel Committee as part of a slate. Ideally, one of these representatives should teach in a traditional liberal arts field, one should teach in a field that offers online courses, and one should teach in a field that supports a graduate program. Ex-officios include the Director of the Library, the Director of Information Technology, the Audiovisual Supervisor, and the Academic Technology Coordinator. There shall also be one (1) student representative.

Term of office: Two (2) years.

Duties: The Information Services and Technology Committee reviews the technological and information services needs and initiatives of the College and their connections to and impact on the academic program, as well as other issues of faculty concern related to information technology and information services.

Its specific duties shall be to:

- Represent the perspectives and needs of faculty, students, and staff in the development of technological initiatives and make recommendations for the implementation of these initiatives, including modifications to the technological infrastructure of the College as well as the planning of facilities to support the use of technology.
- Review current and future trends in the academic use of technology and coordinate the efforts of Information Technology, the Library, the Executive Vice President of Finance and Administration, and the faculty in choosing and utilizing available resources, including course delivery vendors and software.
- Review the library’s collections and research databases and advise on a proper balance of print, electronic, and audiovisual resources to support academic needs.

- Review the budget for the Library and its information services and the budget for the support of those portions of the academic program that are offered on-line or in an electronically enhanced format, in order to advise on an allocation of resources that supports both electronic and traditional venues for education.

- Support the Director of the Library and the Director of Information Technology in procuring external funding.

The Information Services and Technology Committee reports to the Faculty and maintains a liaison relationship with administrative offices as appropriate.

4. Assessment Committee

Membership: Five (5) faculty members who are nominated by the Faculty Personnel Committee as part of a slate and two (2) administrative/staff members appointed by the Provost; the Executive Director of Assessment/Accreditation and Compliance serves as an ex-officio member of the committee. The composition of the faculty should include one faculty member from a program certification area, one member from one of the other four divisional areas, one member representing a graduate program, and two faculty members elected at large. All faculty members of the committee must be full-time faculty. The chairship of the committee is shared jointly by the Executive Director of Assessment and a faculty member elected by the committee.

Term of office: Three (3) years.

The Assessment Committee shall support the ongoing process for college, academic, and departmental assessment by evaluating the plans and process of individual academic and administrative assessment activities. In the spirit of shared governance, the committee will provide informational resources and advice to units throughout this process. The Assessment Committee will ensure that the assessment process is systematic and supports the mission of the college. The Assessment Committee will establish and execute the schedule for all programs under review. The committee will identify key issues and make suggestions for policies that will support ongoing assessment efforts, including decision making, and budgetary allocation for assessment. The committee will also identify gaps in assessment information, suggest changes to assessment efforts, and review the usefulness of information gathered from assessment activities.

The committee will serve as a resource to program faculty, administrators, and staff while supporting all programs and departments, especially those undergoing a full program review. They will refer faculty, administrators, and staff to information about best practices in assessment.

The committee will maintain communication with the Office of the Provost; the Office of Accreditation, Assessment, & Compliance; the Faculty Council, the Curriculum and Academic Policy Committee; and other entities as needed. The committee will distribute minutes to all Faculty.

Its specific duties shall be to:

- Support Cedar Crest’s ongoing program and department review assessment efforts.

- Make suggestions to the Provost and to academic department chairs and administrative unit heads with regard to the assessment process.

- Make suggestions on improving assessment efforts.
Serve as assessment liaisons to faculty and senior officers.
 Communicate with the administration and other standing committees on assessment activities.

The Assessment Committee keeps minutes and produces an annual report on its activities. This report is shared with the Faculty and administration and may be made public as required by accreditation agencies.

Article K. Compliance Committees
Compliance committees are those committees that oversee the College’s adherence to requirements stipulated by external accreditors or agencies, or that serve to communicate external expectations and standards to appropriate groups at the College. These committees are composed of faculty, staff, and community members as designated by their functions and/or the requirements of the external body requiring monitoring of College processes or standards. These committees may make recommendations to various groups, including the Faculty, as determined by their charges.

1. Institutional Review Board
Membership: Six (6) standing members: one (1) faculty member from Social Sciences; one (1) faculty member from the Natural Sciences or Nursing (Amended October 24, 2002); two (2) faculty members at large, one from a discipline other than the Social or Natural Sciences (Amended January 21, 2003); one (1) student member, and one (1) member of the community. Ideally, members should have varying backgrounds: disciplinary, cultural, and/or racial. Faculty for the various positions will be nominated by the Faculty Personnel Committee as part of a slate.

Term of office: Three (3) years.

Duties: In accordance with guidelines drafted by the National Institute of Health, the committee shall serve as an educational and oversight committee to review procedures and proposals involving research with human subjects.

Its specific duties shall be to:
- Review research proposals from faculty and students to see that no harm (physical, psychological, or social) is done to any subject and to ensure that researchers inform subjects of the nature of the research and that their participation is voluntary (i.e., through the use of the “informed consent” form).
- Oversee the establishment and maintenance of records related to research with human subjects.

All record-keeping involving proposals and committee actions is handled through the Office of the Provost.

The Institutional Review Board reports any item requiring Faculty action to the Faculty Council; it reports other matters to the Faculty and to administrative offices as appropriate; it reports to external agencies as required.

2. Animal Care and Use Committee
Membership: One (1) faculty member elected at large; this faculty member may not be a member of the Biological Sciences or Psychology Departments. In addition, the Chairs of the Biological Sciences and Psychology Departments, or their designees, serve ex-officio; designees are appointed annually in the fall. Additional individuals from the outside community will act as external advisors and will be added as needed and as determined by the committee. The at-large faculty representative will be nominated by the Faculty Personnel Committee as part of a slate.

Term of office: Two (2) years.
Duties: The Animal Use and Care Committee serves as an advisory and consultative body on matters dealing with animal use and care. This committee meets year-round.

Its specific duties shall be to:
- Review courses/laboratories and grant proposals that use animals in research and education.
- Ensure that the established USDA and NIH guidelines for care and housing of animals are adhered to as animals are used.
- Oversee the establishment and maintenance of records related to the use of animals in research and education.

All record-keeping involving proposals and committee actions is handled through the Office of the Provost.

The Animal Use and Care Committee reports any item requiring Faculty action to the Faculty Council; it reports other matters to the Faculty and to administrative offices as appropriate; it reports to external agencies as required.

3. Campus Safety Committee
Membership: Four (4) faculty one each from Art, Performing Arts, Biology, and Chemistry. These faculty representatives will be selected by their respective departments. Faculty membership on this committee begins in the January after election to the committee. Ex-officio members include the Chief Financial Officer, Human Resources Director, Director of Facilities, Assistant Controller, Chemical Hygiene Officer, and the Chief of Campus Police.

Term of office: Two (2) years.

Duties: The Committee on Campus Safety shall serve as an advisory and consultative body on matters of general concern pertaining to laboratory and studio instruction conditions.

Its specific duties shall be to:
- Identify conditions that may threaten people or property.
- Recommend preventive measures to the Executive Vice President for Administration and Finance, to the President, or to the Faculty for appropriate action.

The Campus Safety Committee makes recommendations to the Executive Vice President for Administration and Finance and reports to the Faculty when appropriate.

Article L. Special Task Forces and ad hoc Bodies
In general, the business of the Faculty is to be conducted by the elected academic and compliance committees and the Chairs group, according to the duties assigned to them by the Faculty Bylaws, on the one hand, and, on the other, by departments in fulfillment of the responsibilities assigned to them by Book Three of the Faculty Handbook. The college-wide committees provide an additional venue for collaboration and dialogue between the Faculty and administrative offices on issues that benefit from Faculty input. While any committee may create a subcommittee of its members to examine particular questions before the committee, such groups should only be constituted to examine specific issues or problems that the committee agrees to delegate to them.

When an issue or task arises that does not fall within the purview of an established committee and for which Faculty input is sought, the Faculty Council shall be consulted on the creation and staffing of such
groups and whether an election to constitute the group and its membership is necessary.

When ad hoc groups are created, a list of group members shall be forwarded to the Faculty Personnel Committee as the committee that maintains committee lists.

Ordinarily, ad hoc groups shall terminate at the end of the academic year. They may be allowed to continue in consultation with the Faculty Council.

**Article M. Parliamentary Authority**
The rules in the current edition of Robert's Rules of Order shall govern the Faculty in all cases in which they are applicable, and in which they are not inconsistent with the Faculty Bylaws or standing rules that the Faculty may adopt.

**Article N. Grievances and Appeals**
Any member of the Faculty or a Faculty committee that believes that one or more of the provisions of the Faculty Bylaws (Book Two) has been violated or misinterpreted should follow the procedure detailed below:

1. **Petition to the Faculty Council**
The member of the Faculty or the Faculty committee may initiate a grievance by presenting the Faculty Council a petition that sets forth the nature of the grievance and states against whom the grievance is directed, attaching any factual or other data that the petitioner deems pertinent to the case. At the same time, the petitioner will provide a copy of the petition to the individual(s), faculty group(s), or administrative office(s) named in the grievance.

The Faculty Council will notify the parties in writing whether the petition does, indeed, address a violation or misinterpretation of the Faculty Bylaws. If it does, and if the grievance is of a nature to permit the Faculty Council to resolve it, the Committee may do so, and the grievance process is then concluded.

If the petition required further investigation, the Committee will forward the petition to the Grievance Committee.

If the party against whom the grievance is directed is the Faculty Council, this step is omitted, and the petitioner should present the petition directly to the Faculty Grievance Committee.

2. **Petition to the Faculty Grievance Committee**
Upon receiving a petition, the Faculty Grievance Committee will notify the parties in writing and give the party against whom the grievance is filed an opportunity to respond. The Grievance Committee may seek to gather additional information as needed. The Committee's work is not a judicial proceeding. While every possible effort will be made to obtain the most reliable evidence available, the Committee is not bound by rules of legal evidence. The Committee may seek to gather additional information as needed to aid in its review of the case.

Upon concluding its review, the Grievance Committee will meet with both parties in an attempt to arrive at a mutually satisfactory settlement of the case through a process of mediation. If the mediation is not successful and the petitioner desires to continue with the grievance, the Grievance Committee will issue a written report and recommendation to the President, with copies to both parties. The Committee is empowered to recommend a variety of solutions to resolve a grievance.
3. Appeal to the President
If dissatisfaction with the recommendation of the Grievance Committee, either party to the grievance may pursue the matter with a written appeal to the President for a decision. If, however, the President is a party to the grievance, then this step is omitted.

4. Appeals to the Trustee Academic Affairs Committee
If dissatisfaction with the decision of the President, either party to the grievance may pursue the matter with a written appeal to the Trustee Academic Affairs Committee of the Board of Trustees for a final decision.

If the President is a party to the grievance, either party that is dissatisfied with the recommendation of the Grievance Committee may pursue the matter with a written appeal to the Trustee Academic Affairs Committee of the Board of Trustees for a final decision.

Article O. Procedure to Amend
Book Two of the Faculty Handbook, the Faculty Bylaws, may be amended at any regular or special meeting called for that purpose, by a vote of two-thirds (2/3) of those Faculty present and voting, provided that:

- The proposal shall be referred to the Faculty Council;
- The proposed amendment(s), together with a report from the Faculty Council, shall be published in advance of the Faculty meeting at which the amendment(s) are first presented. The Faculty Council’s report shall take the following forms:
  - The council recommends the Faculty’s approval of the amendment(s) as originally proposed;
  - The council proposes a substitute amendment whose approval it recommends; or
  - The council recommends that the amendment(s) not be approved. The Faculty Council’s report will include reasons for the recommendation.
- The proposed amendment(s) shall have been presented at a regular Faculty meeting that occurred at least thirty (30) days prior to the meeting at which the amendment(s) are voted upon; this 30-day rule may be waived by a majority vote of the Faculty.

The Faculty Council’s report will include reasons for the recommendation.

An amendment of Articles D, F, G, H, I, and K that is adopted by the Faculty is effective immediately upon Faculty approval.

An amendment of Articles A, B, C, E, J, L, M, N, and O, or any newly proposed article, that is adopted by the Faculty will be submitted to the President, who will either approve the amendment, in which case it becomes effective immediately, or, if s/he believes it requires review by the Board of Trustees, will convey it and make a recommendation to the Board of Trustees. The amendment in this case is effective only upon adoption by the Board of Trustees.