A&S Shared Governance Taskforce Interim Report and Recommendations

A&S Shared Governance Taskforce Background

In November 2015, the A&S faculty voted to create an Ad Hoc Committee on Shared Governance. That committee was formed in spring 2016 and gathered information from spring 2016 through spring 2017. In spring 2017, the Ad Hoc Committee submitted a final report to the faculty, and the A&S faculty voted to create an A&S Shared Governance Taskforce to further explore the following tasks:

(a) Create a unified governance document for the A&S faculty, such as bylaws.
(b) Clarify the duties of the Dean and the relationship of the Dean of A&S, the Associate Deans of A&S and the A&S Faculty concerning matters of governance.
(c) Clarify the relationship of A&S governance structures with those of the University Faculty Senate.
(d) Review the current A&S Committee (and Academic Council) (i) organization, (ii) areas of responsibility, and (iii) reporting protocols for inefficiencies and omissions and recommend an updated committee/governance structure.
(e) Review whether the current practices for the selection of A&S committee members (e.g., tripartite/quadripartite elections, elected or nominated, election of partite members by entire faculty, etc.) are sufficient for (i) the equitable distribution of committee assignments and (ii) insuring a diverse representation of faculty interests and viewpoints, and recommend an updated set of committee selection processes.
(f) Develop protocols and templates for uniform recording, presenting, and accessing of A&S governance documents and actions.
(g) Work with the A&S Dean’s Office to (i) restore, as much as possible, and make accessible, past governance documents and actions, such as A&S faculty meeting minutes and agendas, and (ii) develop a method of archiving (in an easily accessible manner) these documents and actions and any future documents or actions that may be subsequently approved.
(h) Work with the A&S Dean’s Office to ensure proper training of A&S faculty in the governance procedures recommended in tasks (a) – (f), which might include training in Robert’s Rules of Order, training for Committee chairs, orientation training for new faculty, and workshops for existing faculty.
The members of the Taskforce are:
Jennifer Erkulwater, Division I, CHAIR
Lewis Barnett, Division II
Tim Barney, Division III
Michelle Hamm, Division II
Lynda Kachurek, Division III
Jenny Pribble, Division I
Dean Simpson, Division IV
Julietta Singh, Division IV

Proposed Process for the Creation of A&S Bylaws

After discussing governance during the fall of 2017, the Shared Governance Taskforce proposes moving A&S Shared Governance forward in stages, as follows:

Process and Timeline

Phase 1 (early spring 2018): Present and seek feedback on a general outline of A&S faculty governance including faculty and Dean responsibilities, possible changes to the tri- and quadripartite divisions, and the overall structure of governance (including general committee structure and duties).

Phase 2 (mid- to late spring 2018): Get further feedback on i) A&S faculty meetings including how votes should be taken and who can vote and ii) committee structure including committee processes, memberships, charges, and any relevant bylaws.

Phase 3 (summer and early fall 2018): Sketch out more detailed matters, such as storage of minutes, training of chairs, departmental governance (e.g., hiring processes, etc.), processes for resolving conflicts between school and university governance, and processes for amending the bylaws and creating committees, etc. Present these as a full set of bylaws for comment and editing.

Phase 4 (late fall 2018): Finalize bylaws for a full A&S faculty electronic vote.

Implementation: Elections and/or appointments of new committee memberships in spring 2019 and operation of the new governing structure in fall 2019.
Introduction to Phase 1
We would like to begin Phase 1. During Phase 1, the Taskforce seeks feedback on the partite divisions and its proposed governance structure before drafting bylaws. Over the following pages, you will see proposals for:

Section I. Dean and Faculty responsibilities (pages 6-7)
These proposed responsibilities either came from the A&S Dean or came from the Taskforce after consulting i) the UR University Senate Charter, ii) the UR Guide to Faculty Governance, iii) the AAUP statement on shared governance, and iv) the experiences of those on the Taskforce and other faculty members. Please look these over and offer edits, additions, etc. Faculty Governance is the manner in which we govern our responsibilities, so we must consider those responsibilities first.

Section II. Divisions (pages 8-9)
The Taskforce consulted retired faculty in the hopes of better understanding the history of our tri- and quadripartite divisions, but did not get any definitive answers. We then looked at the population of faulty in each potential division and consulted other schools (see Appendix A). The Taskforce looked into a quintipartite division, as some faculty suggested, but because it seemed unnecessarily complicated and some of the divisions were small, we did not include it in this proposal. Most of our peer schools use a tripartite division (it is also the most evenly distributed of the divisional systems); however, the committee was unsure if the faculty preferred divisions that represented modes of inquiry, which the quadripartite system does better. We also seek feedback on whether A&S should use only one division for all elections and nominations or if it would be better to use different divisions at different times. The Taskforce felt we need more information on division preferences before considering committee membership.

Section III. General Governance and Committee Structure (pages 10-11)
The governance of schools is usually a shared process between i) the administration, which includes the Dean and his or her appointees, and ii) faculty governance, which centers on the governance of the faculty by the faculty and includes the faculty as a whole as well as its committees. As a note, while department chairs and program coordinators participate in faculty governance in their capacity as faculty members, in their capacity as a chair or program coordinator, they are considered to be part of the administration since they have administrative duties and report directly to the Dean. A&S has historically had a more muddled governance that often combines these two structures; for example, the Dean runs A&S faculty meetings (the determinative faculty body), as well as academic council where curriculum and academic policies are first presented. Additionally, in some committees (the Dean’s Advisory Council, for example) administrative representatives (Chairs as elected by Chairs) and faculty representatives (planning and priorities members as elected by the full faculty) are combined.
The Taskforce proposes that we adopt a shared governance system, similar to those seen at peer liberal arts schools (see Appendix B), ensuring robust governance of and by the faculty. A well-defined and healthy faculty governance system is best suited to work with the Dean and his or her office to provide clear and accurate policies, procedures, and recommendations after representative and/or wide consultation with the faculty.

After looking specifically at how other schools govern faculty (through a steering or executive committee), curriculum, budget, and faculty affairs (see Appendix B), the Taskforce came away with the following observations:

1) Only one institution surveyed (Wake Forest) uses a committee of Department Chairs for curriculum implementation (approving courses, majors etc.);
2) Most schools have students on academic planning committees;
3) Some schools have both a curriculum implementation committee and a curricular planning/academic policies committees. The former is for approving classes/majors and such, and the latter is for thinking about big questions, graduation requirements, curricular trends, etc.;
4) Some schools have the curricular planning/academic policies committee decide faculty lines (and not the budget committee);
5) Some schools have a faculty affairs (or personnel) committee that considers faculty workload and development issues (sometimes the T&P committee or the executive committee does this instead);
6) Sometimes the executive committee is also the budget committee and/or or the T&P committee.

With all that information in mind, the Taskforce proposes that the A&S faculty alter the charge of the Curriculum Committee, as well as create four new A&S committees; the A&S Steering Committee, the Faculty Affairs Committee, the Academic Planning and Policies Committee, and the Priorities and Resources Committee (see Section III).

Our proposed committee structure makes a distinction between A&S faculty committees and A&S administrative committees. A&S faculty committees are committees of the faculty, are chaired by a faculty member, and do the work of the faculty. These committees include all four of the new committees and the existing A&S standing committees. Academic Council is an A&S administrative committee.
Questions for Discussion and Feedback (page 12)
This page summarizes the questions the Taskforce seeks feedback on. In addition to these questions, feel free to offer additional feedback to the Taskforce as you see fit.

Please note that at this stage, we are only proposing the most basic of structures. Please feel free to offer edits, changes, additions, etc. We know faculty have previously asked for other committees (e.g., an Innovation and Initiatives Committee, Equity Committee, etc.). Though we see the advantages of forming such committees now, we feel discussion regarding the creation of these committees should come only after the basic governance structure is already in place. The A&S bylaws that will be created will include processes for the creation of new Ad Hoc and Standing Committees.
Section I. Dean (Administrative) and Faculty Responsibilities

Dean responsibilities (from Patrice)

See: https://asadmin.richmond.edu/deans-office/OfficePortfolio.pdf

Hiring and retaining the best, most diverse faculty from all backgrounds for A&S
Making final decisions on hiring for all academic searches
Serving as liaison to the T&P Committee in A&S
Making T&P recommendations to the Provost
Overseeing Annual Performance Reviews (for pre-tenure faculty)
Overseeing Final Faculty Compensation and Merit Review
Completing Midcourse Reviews, through review of candidate
Making Endowed Chair recommendations to the Provost
Overseeing Faculty Development, particularly as it pertains to Career Profiles and Flexible Guidelines for Promotion
Leading appointment, training, and review of Department Chairs, Program Coordinators, and Associate Deans
Setting strategic direction for A&S, in consultation with A&S colleagues and university leadership
Ensuring that A&S’s plan is aligned with university and A&S Financial Planning and Budget
Collaborating with Dean’s Advisory Council
Working with Communication to cast the School’s vision
Leading Academic Council in A&S
Reviewing Associate Deans, their roles and responsibilities, and delegating accordingly
Organizing and overseeing the Dean’s Office, purview and personnel

A&S Faculty responsibilities

Determinative
  Curriculum
  Policies and standards for tenure and promotion
  Membership, charge, policies and processes for faculty committees
  Academic policies (SEIs, finals week policy, last week classes policies, grade appeals)
  Granting faculty status to staff members

Consultative with Dean
  Strategic Planning, budgeting, resource management, fund-raising
Policies on workload (class size, how count teaching, sabbaticals, enhanced sabbaticals, etc.)
Policies and procedures for hiring and merit review
Policies and procedures for review of programs and departments
Policies and procedures for appointing endowed chairs and emeritus faculty
Programs for development of faculty
Programs for development of staff
Policies for deciding faculty awards
Grade appeals
Dean’s office structure and administrative committees
Section II. Divisions Options (see Appendix A for more information)

A) Tripartite (current)
Division I - Fine Arts, Languages, and Literatures (Art & Art History, Classical Studies, English, Latin American, Latino, & Iberian Studies, Languages, Literatures, & Cultures, Music, Theatre & Dance)

Division II - Humanities and Social Sciences (Education, Geography, History, Journalism, Philosophy, Political Science, Religious Studies, Rhetoric & Communication Studies, Sociology & Anthropology)

Division III - Math and Computer, Natural, and Psychological Sciences (Biology, Chemistry, Math & Computer Science, Physics, and Psychology)

B) Quadripartite (current)
Division I - Social Sciences (Education, Geography, Political Science, Psychology, Sociology & Anthropology)

Division II - Math and Natural Sciences (Biology, Chemistry, Math & Computer Science, Physics)

Division III - Humanities and Fine Arts (Art & Art History, History, Music, Philosophy, Religious Studies, Rhetoric & Communication Studies, Theatre & Dance)

Division IV - Languages and Literatures (Classical Studies, English, Journalism, Latin American, Latino, & Iberian Studies, Languages, Literatures, & Cultures)
Current Faculty and with Faculty Status Numbers by Division

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<th>Count by Tripartite Division (current)*</th>
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<td>87</td>
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<td>Math and Computer, Natural and Psychological Sciences</td>
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<td>75</td>
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<td>Math and Natural Sciences</td>
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<td>81</td>
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<td>Languages and Literatures</td>
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<td>Division II</td>
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<td>45</td>
<td>Division V</td>
<td>Humanities</td>
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</tbody>
</table>

Total number eligible to vote and hold office in A&S: 268

* Fine Arts, Languages, and Literatures (Art & Art History, Classical Studies, English, LLC, LALIS, Music, Theatre & Dance); Humanities and Social Sciences (Education, Geography, History, Journalism, Philosophy, Political Science, Religious Studies, Rhetoric & Communications, Sociology & Anthropology); Math and Computer, Natural and Psychological Sciences (Biology, Chemistry, Math & Computer Science, Physics, Psychology).

** Social Sciences (Education, Geography, Political Science, Psychology, Sociology & Anthropology); Math and Natural Sciences (Biology, Chemistry, Math & Computer Science, Physics); Humanities and Fine Arts (Art & Art History, History, Music, Philosophy, Religious Studies, Rhetoric & Communications, Theatre & Dance); Languages and Literatures (English, Journalism, LLC, LALIS).

*** Social Sciences (Education, Geography, Political Science, Psychology, Sociology & Anthropology); Math and Natural Sciences (Biology, Chemistry, Math & Computer Science, Physics); Fine Arts (Art & Art History, Music, Theatre & Dance); Languages and Literatures (English, Journalism, LLC, LALIS); Humanities (History, Music, Philosophy, Religious Studies, Rhetoric & Communications).
Section III. Proposed Committee Structure (see Appendix B for more information)

For Phase 1, the Taskforce proposes reforming A&S faculty governance in the following ways:

1. The A&S faculty will remain the determinative body for making decisions. It will do so through votes at faculty meetings and electronic votes.

2. To allow the faculty to do its work expeditiously, the A&S Steering Committee will oversee the running of faculty meetings and faculty governance in A&S. In consultation with the Dean, its members would be responsible for setting the agenda of faculty meetings and running faculty meetings and faculty votes. They will also receive committee minutes and reports, and store and make available to faculty the minutes of faculty meetings, minutes and reports of committees, and A&S policy documents. We propose a Steering Committee of seven individuals, one of whom is the chair of the Nominating Committee. Officers of the Steering Committee will include a president of the A&S faculty, a vice-president, and a secretary of committees.

3. The Faculty Affairs Committee will consider issues related to faculty workload and development. The committee will consult with the Dean, as well as faculty groups, including Academic Council, when needed.

4. The Priorities and Resources Committee will consult with the Dean regarding the macro budget, financial and physical resources, and fundraising priorities. The committee will consult faculty groups, including Academic Council, when needed. This committee, along with the Academic Planning and Policies Committee, will replace the DAC.

5. The Academic Planning and Policies Committee will consider issues regarding academic policies and larger curricular issues, including the funding of faculty lines. The committee will consult with the Dean, as well as faculty groups, including Academic Council, when needed.

6. The Curriculum Committee, which could potentially be a subcommittee of the Academic Planning and Policies Committee, will be in charge of proposals to change existing or approve new courses, majors, minors, etc. It will consult directly with Academic Council before bringing any proposals to the full faculty for a vote.

See the diagram on page 11.
A&S Shared Governance

A&S Faculty Governance

**Determinative body is A&S Faculty**
A&S Steering Committee:
Organize and generally represent the A&S faculty. Run faculty meeting, triage concerns in A&S, archive A&S documents, oversee A&S faculty committees, gather and consider reports regarding A&S (from Dean, admissions, registrar); recommend faculty status for staff

Faculty Research Committee:
Similar charge as current

Undergraduate Research Committee:
Similar charge as current

Nominating Committee:
Similar charge as current

Tenure and Promotion Committee:
Similar charge as current

Faculty Affairs Committee:
Consider and make recommendations on faculty relevant policies including workload, release time, merit review, hiring, endowed chairs, sabbaticals, enhanced sabbaticals, emeritus faculty, faculty awards, program review, etc., as well as consult with the Dean regarding faculty development programs.

Priorities and Resources Committee
Consults with Dean on budget, budgeting, funding and fundraising priorities, financial and physical resources. Make recommendations on macro budget, as well as any non-personnel and non-academic funding.

Academic Planning and Policies Committee
Make recommendations on academic policies (SEI admin, finals week, grade appeals) and A&S grad requirements, approve A&S gen education courses (if any), look at A&S curriculum as a whole, enrollment trends, etc. *make recommendation on faculty and staff lines, one time academic requests

Curriculum Committee (subcommittee of Academic Planning and Policies?)
Make recommendation to faculty regarding curriculum implementation (new and changes to courses, new and changes to majors/minors, etc.) recommend grade changes to Dean, maybe IDST major approvals **including an appeals process

A&S Administration

Shared Governance

Dean

Dean’s office

Academic Council
Department Chairs and Program Coord.
Advisory to the Dean, Serve as a point of contact between the Dean and departments/programs, Provide feedback on curriculum implementation (new and changes to courses, new and changes to majors/minors, etc.) to the Curriculum Committee, serve as a point of consultation (when needed) for other faculty committees

A&S Admin committees
*Kresge, others?
Questions for Discussion and Feedback

Dean and Faculty Responsibilities
- Does the allocation of Dean and faculty responsibilities align with our conception and practice of shared governance?
- Is there anything that is missing?

Divisional Representation
- Do we want one form of divisional representation for all elections and nominations, or differing forms at different times?
- On what should divisional representation be based: number of faculty or modes of inquiry?
- Should we nominate and elect within divisions only, nominate within divisions but elected as a whole, or nominate and elect as a whole? Some combination of these depending on the circumstance?

Committee Reform
- Does the faculty support the creation of the four new committees: A&S Steering, Faculty Affairs, Academic Planning and Policies, and Priorities and Resources?
- Are there changes needed with regard to the Undergraduate Research Committee, the Faculty Research Committee, and the Nominating Committee?
- If you have thoughts on committee charges and membership (number of members, inclusion of staff and/or students), etc, please let us know.

Anything else?
Appendix I: Academic Divisions at other schools

**Bowdoin** (Academic staff 234; Undergraduates 1,806)
- Humanities and Fine Arts
- Natural Science and Mathematics
- Social and Behavioral Sciences

**Bucknell** (Academic staff 372; Undergraduates 3,565; Postgraduates 59)
- Engineering
- Humanities
- Social Science
- Science

**Carleton** (Academic staff 269; Undergraduates 2,105)
- Science
- Social Science
- Humanities
- Arts and Literature

**Colgate** (Academic staff 294; Undergraduates 2,927; Postgraduates 12)
- Arts and Humanities- Art and Art History, Classics, East Asian Languages and literatures, English, German, Music, Philosophy, Religion, Romance languages and Literatures, Theatre

- Natural Sciences and Mathematics- Biology, Chemistry, Computer Science, Geology, Mathematics, Neuroscience, Physics and Astronomy, Psychology

- Social Sciences- Economics, Educational Studies, Geography, History, International Relations, Political Science, Sociology and Anthropology

**Grinnell** (Academic staff 171 full-time, 38 part-time; Undergraduates 1,705)
- Humanities: Art, Chinese and Japanese, Classics, English, French and Arabic, German, Music, Russian, Spanish, Theatre and Dance, Philosophy, and Religious Studies. Members of the faculty serving on the staff of the Alternative Language Study Option (ALSO) are also members of this Division.
Science: Biology, Chemistry, Computer Science, Mathematics and Statistics, Physics, and Psychology. Members of the faculty serving on the staffs of the Library and the Mathematics Laboratory and Science Learning Center are also members of this Division.

Social Studies: Anthropology, Economics, History, Education, Physical Education, Political Science and Sociology. Members of the faculty serving on the staffs of the Reading and Writing Laboratories are also members of this division.

**Haverford** (Academic staff 148; Undergraduates 1,290)
- Humanities- Classics, Comparative Literature, East Asian Languages & Cultures, English, Fine Arts, French, German, Italian, Music, Philosophy, Religion, Russian, Spanish, Writing
- Natural Sciences- Astronomy, Biology, Chemistry, Computer Science, Mathematics & Statistics, Physics
- Social Sciences- Anthropology, Economics, History, Linguistics, Political Science, Psychology, Sociology

**Middlebury** (Academic staff 331; Undergraduates 2,526)
- Arts (Film & Media Culture, Music, Studio Art, Theater/Dance);
- Humanities (Classics, History, History of Art and Architecture, Philosophy, Religion);
- Languages (Arabic, Chinese, French, German, Italian, Japanese Studies, Hebrew, Russian, Spanish & Portuguese);
- Literature (American Studies, English and American Literatures);
- Natural Sciences (Biology, Chemistry & Biochemistry, Computer Science, Geology, Mathematics, Physics, Physical Education); and
- Social Sciences (Economics, Geography, Political Science, Psychology, Sociology & Anthropology, Education Studies)

**Pomona** (Academic staff 240; Undergraduates 1,703)
- Division I (Humanities): Art, Art History, Asian Languages & Literatures, Classics, English, German & Russian, Linguistics & Cognitive Science, Media Studies, Music, Philosophy, Religious Studies, Romance Languages & Literatures, and Theatre & Dance;
• Division II (Natural Sciences): Biology, Chemistry, Computer Science, Geology, Mathematics, Neuroscience, Physics & Astronomy, and Psychology;

• Division III (Social Sciences): Anthropology, Economics, History, Physical Education, Politics, and Sociology.

Swarthmore (Academic staff 208; Undergraduates 1,620)
Academic areas:
• Humanities: art, classics (literature), English literature, film and media studies, modern languages and literatures, music and dance, philosophy, religion, and theater.

• Natural sciences and Engineering: biology, chemistry and biochemistry, computer science, engineering, mathematics and statistics, physics and astronomy, and psychology courses that qualify for the natural sciences and engineering practicum.

• Social sciences: classics (ancient history), economics, educational studies, history, linguistics, political science, psychology (other than natural sciences and engineering practicum courses), and sociology and anthropology.

Wake Forest (all schools: Academic staff 690; Undergraduates 4,955; Postgraduates 3,013)
Within Wake Forest College:
• History, Military Science, Philosophy and Religion.

• Classical Languages, East Asian Languages and Cultures, English, German and Russian, and Romance Languages.

• Art, Music and Theatre and Dance.

• Anthropology, Communication, Economics, Political Science, Psychology, Sociology and Education.

• Biology, Chemistry, Computer Science, Health and Exercise Science, Mathematics and Physics.

William and Mary (all schools: Academic staff 595; Undergraduates; 6,301; Postgraduates 2,183)
Within Faculty of A&S:
- Area I - Art and Art History, Classical Studies, English, Modern Languages and Literatures, Music, Philosophy; Religious Studies; Theater, Speech and Dance

- Area II - Anthropology, Economics, Government, History, Kinesiology, Military Science, Psychology, Sociology

- Area III - Applied Science, Biology, Chemistry, Computer Science, Geology, Mathematics, Physics

Williams (Academic staff 349; Undergraduates 2,042; Postgraduates 57)
- Division I (Languages and the Arts) Art History Art Studio Asian Studies Classics English German-Russian Music Romance Languages Theatre

- Division II (Social Studies) Anthropology/Sociology Economics History History of Science Philosophy Political Science Psychology, Religion

- Division III (Science and Mathematics) Astronomy & Astrophysics Biology Chemistry Computer Science Geosciences Mathematics and Statistics Physics
Appendix B: Faculty Governance at Other Schools with regard to Executive or Steering, Curriculum, Budgeting, and Faculty Affairs Committees

Steering/Executive Committees

Amherst
The Committee of Six The executive committee of the faculty, called the Committee of Six, is composed of six members who serve two-year terms. The president of the college and the dean of the faculty serve on the committee, ex officio, each without vote. The president serves as chair of the committee, and the dean of the faculty serves as secretary of the committee.

Members of the Committee of Six are elected to represent the interests of the entire faculty, not those of special groups. They are elected without restrictions of rank, tenure status, age or departmental affiliation. In the discharge of their duties, the various members participate equally in all parts of the deliberations of the committee and in all votes taken by it, except that when a candidate for tenure is from the same department as a member of the committee, that member shall, though remaining present, neither participate in the committee's discussion of, nor vote in, the case. Abstentions because of conflict of interest or other conscientious reason are always acceptable.

The Committee of Six acts in a general advisory capacity to the president, and to the faculty as a whole, on all matters of college policy; considers matters of tenure and promotion, and in certain cases, of appointment and retirement; nominates or appoints members of other committees; prepares the agenda for faculty meetings; reviews recommendations of the Committee on Educational Policy and other committees; and, reviews exceptions to degree requirements.

The Committee of Six is charged by the faculty with responsibility for the review of recommendations made by departments or programs for degrees, summa cum laude. The Committee of Six will review the qualities of academic work judged excellent by individual departments to try to ensure comparability across the college and will record its judgment on the merits of the recommendation. In cases where the Committee of Six has questions, it will raise them with the department involved, come to a point of view, and report its discussion and conclusion to the faculty.
Bowdoin
Committee on Governance and Faculty Affairs (GFA)
Purpose: Exercises oversight responsibility for faculty governance. Establishes agenda for faculty meetings. Provides a moderator for faculty meetings from the committee membership. Oversees election and appointment of faculty committees. Ensures equitable distribution of committee workload. Forms working groups when requested and/or necessary, serving as a clearing house for issues brought to the committee’s attention from the faculty. Acts in advisory capacity for issues brought to the committee by the Dean or President. Reviews budget and financial priorities and receives reports from the Treasurer. Manages and proposes revisions to the Faculty Handbook. Brings to the faculty for vote issues of policy, and advises the President and Dean on issues of direct interest to the faculty including but not limited to: compensation, workload, intellectual property, intellectual freedom, sabbaticals, voting eligibility, family leave, partner accommodations, the evaluation of teaching and professional activities, etc. Represents the faculty at meetings of the Board of Trustees, attends Trustee Executive Committee meetings, and meetings of the Trustee Committee on Admissions, and reports back to GFA and the faculty as a whole as appropriate. Chair: Appointed tenured faculty member Members: faculty: six, elected: four tenured to include at least two full professors and at least one associate professor, one from each curricular division (Humanities and Fine Arts, Natural Science and Mathematics, Social and Behavioral Sciences); and two untenured, representing two curricular divisions. Term of service: tenured, 3 years; untenured, 2 years. Exclusions: concurrent members of CAPT, CEP, CIC, and Faculty Appeals. students: none ex officio: President; Dean for Academic Affairs

Carleton
College Council
1. General purpose: to function as a hearing and policy formulation committee for non-curricular policies concerning the life of the College at large. The Council functions through subcommittees called into being to deal with particular policy issues.
2. Membership: Four senior administrative officers, two staff members, five faculty members, five students, one alumni observer and one trustee observer. The president of the College is the chair of the Council. The president of the faculty and the chair of the Faculty Affairs Committee are ex officio members of the Council. The faculty elects the other three faculty members, one tenure-track when elected and two tenured when elected. One of the three elected faculty members on the Council also serves as a faculty member of the Budget Committee, which is a permanent subcommittee of the Council.
3. Elected faculty term of membership: Two years.
Grinnell
The Executive Council
1. Membership President of the College (non-voting, chair), Dean of the College (non-voting), Chair of the Faculty, Chairs of the three divisions of the College, and two Members-at-Large elected by the faculty for two-year terms. The Council shall elect a secretary. (In the President’s absence, the Dean of the College, and after the latter, the Chair of the Faculty, shall act as Chair of the Executive Council.) 2. Duties The Executive Council shall deal with such administrative and educational matters as the President of the College wishes to put before it and may bring administrative and educational questions to the attention of the President. It shall act as a board of review for such problems as are brought to it by the Dean of the College from the Committee on Academic Standing; it may request that committee to submit a report on any questions under consideration and to make studies of specific problems. The Executive Council may bring matters of educational policy to the attention of the faculty. More specifically, though not to the exclusion of other duties implied above, the Executive Council shall a) have oversight of the curriculum. b) advise the President of the College on new appointments to the faculty. c) recommend to the faculty candidates for commencement speaker and for honorary degrees (see Appendix IV). d) function as a direct means of communication between the faculty and the Board of Trustees when desirable. e) from time to time receive reports from the President on the design, construction, and site of new buildings and on all major maintenance projects and alterations of the campus and buildings. f) provide for a continuing study of educational policies and procedures. (The Executive Council may make specific research assignments for appropriate individuals or groups.) g) supervise the general objectives of the College, graduation requirements, and other matters of curriculum, including related testing programs. h) provide an Appeals Subcommittee and an Appeals Hearing Board as described under F.2.e. in this section of the Faculty Handbook. The Board of Appeal shall consist of three members of the Executive Council to be appointed by the President of the College. i) make recommendations to the President of the College and to the faculty concerning divisional and departmental organization. j) exercise general supervision over all courses and workshops outside the regular departmental structure and over all specific courses and programs of academic work. k) participate with the President of the College in planning the Commencement program, including arrangements for speakers. l) act as a long-range planning committee and report to the faculty and to the President on matters of long-range planning

Middlebury
Faculty Council (7 faculty) is the executive committee of the faculty. In this capacity it (1) coordinates faculty business; (2) represents the College faculty when working with the administration and/or Board of Trustees on all matters related to the College faculty; (3) acts as the Committee on Committees; and (4) in conjunction with other elected faculty committees,
works with the administration and/or Board of Trustees on matters of shared interest related to
the College, the Schools, and the Institute.

**Pomona**

Executive Committee: Established in 1984 as the principal faculty committee, the Executive
Committee is responsible for the work of all faculty committees except the Faculty Personnel
Committee, for the policies governing committees and for coordinating reports from all faculty
committees to the faculty. The committee consults with the Dean of the College and/or his or her
designate in the preparation of election slates for elected faculty committees. It also advises the
Dean and/or his or her designate on recommendations to the President for appointments to all
other committees of the faculty. The Executive Committee, in its own work, pays special
attention to the broader policies, especially institutional policies, that are of interest and concern
to all of the faculty, bringing proposed changes (and new policies) to the full faculty for
approval. The Executive Committee also assesses faculty budget priorities and appoints faculty
on the following committees of the Board of Trustees: Educational Quality, Facilities and
Environment, Advancement, Honorary Degrees, and Student Affairs. The chair of the Executive
Committee normally serves as a member of the Intercollegiate Faculty Council. By action of
the faculty (5/10/07), the Executive Committee consists of six faculty with the rank of assistant
professor or above. Each division elects its chair, who serves a two-year term as one of the
division’s representatives on the Executive Committee, the second division representative being
elected in accordance with the procedure in the Faculty Handbook. The committee selects its
own chair. Elected to two-year staggered terms, the members of the committee are nominated by
the divisions and elected by the faculty as a whole; for each office each division will choose at
least two nominees. No more than one member of any particular department shall serve on the
Executive Committee at the same time. The election is held at the March meeting of the faculty.
Executive Committee members who take leave for one semester must be replaced for the
semester by the nominee receiving the second largest number of votes in the original election.
Members who take leave for a full year must resign from the committee; their unexpired terms
must be filled by special election from a slate of at least two nominees from the division in
question.

**Swarthmore**

Committee on Faculty Procedures (COFP)*
The Committee on Faculty Procedures (COFP) is the Committee on Committees. Headed by the
President of the College, this committee helps to set dates and agendas for faculty meetings, and
appoints faculty members to serve on the other standing committees of the Faculty. Like the
CEP, its faculty members are elected, three each year to serve two-year terms.
Faculty Steering Committee

The Faculty Steering Committee is composed of 6 faculty, no staff, and no students (6-0-0).

The Faculty Steering Committee is the committee most broadly and directly responsible for representing faculty concerns. An elected committee, its principal goal is to facilitate effective participation by the faculty in the conduct of College business and to bring issues of faculty concern to the attention of other committees.

More specifically, the Faculty Steering Committee and the President jointly have the power to convene faculty meetings and to set their agenda. The Committee, in consultation with the Dean of the Faculty, advises the President on the appointment of faculty to standing committees, nominates candidates for election to the Committee on Educational Affairs, Curricular Planning Committee and the Faculty Compensation Committee, and it also appoints the at-large members of the latter committee. The Committee acts, in addition, as a liaison between other faculty committees and the faculty as a whole. The President consults with the Committee on appointments to the administrative positions of Dean of the Faculty, Provost, Dean of the College, and other administrative positions. The Committee also meets periodically with the Executive Committee of the Board of Trustees. It is available to the President, other administrative officers, and the Board of Trustees for consultation on any matter of interest to the faculty.

The Committee plays a major role in appeals procedures. The Committee has six members, one tenured and one non-tenured elected from each of the three divisions.

Curriculum

Amherst
The Committee on Academic Standing and Special Majors
This committee is co-chaired by the chief student affairs officer and a member of the faculty appointed by the Committee of Six. Two additional members of the faculty are appointed by the Committee of Six for two-year terms. The three members of the faculty shall preferably include one each from the humanities, the social sciences, and the natural sciences. The committee acts on cases involving the dismissal and readmission of students who have failed to perform academically according to the standards of the college. It also administers the programs of Interdisciplinary Study, Independent Study, and Field Study. When the committee meets to consider matters of academic standing, the chief student affairs officer serves as chair; when the
committee meets to consider student proposals for special majors, the designated faculty member serves as chair.

Proposals for special majors are considered by a subcommittee consisting of the three faculty members and the chief student affairs officer, ex officio. On matters of academic standing, the committee consists of three faculty members, the chief student affairs officer, the dean of students, the class deans, and the dean of financial aid, with the registrar serving as secretary of the committee, ex officio.

The Committee on Educational Policy (voted by the faculty, December 2006). The Committee on Educational Policy (CEP) is composed of five faculty members, each serving a three-year term; the dean of the faculty, ex officio, without vote; and three student members, each serving a two-year term. The humanities, the social sciences and the natural sciences must be represented on the committee, by both faculty members and student members. Each year the committee chooses its own chair and secretary from among its five faculty members. A researcher appointed by the dean of the faculty informs and supports the work of the CEP. The chair sets the committee's agenda. Nominations of the faculty members for the Committee on Educational Policy are made by the Committee of Six and reported to the faculty in advance of the faculty meeting at which they are to be elected.

Additional nominations may be made from the floor at the meeting. Candidates must receive the approval of a majority of the eligible voting members of the faculty present at the meeting in order to be elected. Ideally, two members of the Committee on Educational Policy should be elected in two out of three years, and one member elected in the third. In this way, overlapping terms will create a continuity of membership. The student members of the committee are elected for two-year terms, two members being elected in one year, and a third in the other, alternately.

All members of the faculty are eligible to serve on the Committee on Educational Policy, with the same exceptions as govern eligibility for the Committee of Six.

The Committee on Educational policy is expected to review and evaluate, and to report to the faculty on, the general educational policy of the college; to consider suggestions from departments or from individual faculty members or students relating to changes in educational policy, including proposals for new courses, new programs, and altered major programs or honors requirements; and to make recommendations to the Committee of Six and the faculty. The Committee on Educational Policy advises the president and the dean of the faculty about the allocation of faculty positions to departments. In making recommendations for such allocations, the committee considers, inter alia, the curricular needs of individual departments and the commitment of departments to offer courses that meet identified college-wide priorities and
curricular needs. The CEP also maintains the college calendar, in consultation with the registrar and subject to the ultimate approval of the faculty (voted by the faculty, March 21, 2017).

**Bowdoin**

**Curriculum and Educational Policy Committee (CEP)**

Purpose: Responsible for broad oversight of the curriculum, and for proposing changes in academic policy and degree requirements for consideration by the faculty. Advises the Dean and the President on allocation of resources, including the assignment and reauthorization of faculty positions. Brings to the faculty proposals about policy including college-wide changes to major/minor requirements, changes to college-wide distribution requirements, and other large-scale curricular policy matters. Represents the faculty on the Trustee Committee on Academic Affairs. This committee will meet at least once per semester with CIC. During discussions involving personnel matters, the committee may exclude student members. Chair: Dean for Academic Affairs Members: faculty: six, appointed: two from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral Sciences), one tenured and one tenure-track. Term of service: tenured, 3 years; untenured, 2 years. Exclusions: concurrent members of CAPT, CIC, GFA, and Faculty Appeals; and normally Department Chairs and Program Directors. students: three appointed, one of whom is an alternate. ex officio: Dean for Academic Affairs, Associate Dean for Academic Affairs, President, and the Registrar

**Curriculum Implementation Committee (CIC)**

Purpose: Oversees curricular implementation, including: approval of all new and revised courses, revisions to individual majors/minors, implementation and evaluation of distribution requirements. Oversees Off-Campus Study curricular issues. Evaluates and approves self-designed majors (with advice on petitions from the Associate Dean for Academic Affairs). Oversees the execution of policies re: grading, honors, transfer of credit and progress towards degree (in consultation with CEP as necessary). Sends a faculty representative to meetings of the Calendar Committee.43 Subcommittees may be formed as needed. This committee will meet at least once per semester with CEP. During discussions involving personnel matters, the committee may exclude student members. Chair: Associate Dean for Academic Affairs; Members: faculty: six, appointed, two from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral Sciences), of whom at least three are tenured. Term of service: tenured, 3 years; untenured, 2 years. One member should be from a language department to address issues involving language and off-campus study. Exclusions: concurrent members of CAPT, CEP, GFA, and Faculty Appeals; and normally Department Chairs and Program Directors. students: three, one of whom is an alternate to substitute only in the case of another student’s absence. ex officio: Associate Dean for
Carleton

By long-standing tradition, at Carleton and in higher education in the United States generally, trustees have delegated formulation of educational policy to the faculty. The Carleton faculty will exercise that responsibility in their monthly meeting, under the direction of their elected President, with the assistance of a standing committee, to be known as the EDUCATION AND CURRICULUM COMMITTEE (ECC).

Function of ECC: The ECC will function as a hearing and policy formulation committee reporting to the faculty. They are responsible for the articulation of educational policy and will receive occasional reports from those College committees (e.g., Academic Standing Committee) that are primarily concerned with educational or curricular matters. The faculty meeting will be the final voting authority on all matters of educational policy.

Membership of ECC: The dean and an associate dean of the College, five regular faculty members (including the Co-chair and the Co-chair-elect), five students. The dean of the College is Co-chair of the ECC. One faculty member is from the social sciences, one is from natural sciences/mathematics, two are from combined humanities and arts and literature, and one is elected at-large, i.e., without specific divisional representation. One of the previous five members is elected by the faculty to serve as Co-chair-elect for one year and then Co-chair for two years.

Procedure of ECC: The ECC will normally meet weekly during the term. Their meetings will be public and minutes will be kept and circulated among the campus community. The dean and faculty co-chair will be responsible for the agenda of the committee, and will normally include matters on the agenda at the suggestion of any member of the committee.

Members of the ECC, including student members, will be invited to attend and participate in those faculty meetings where formal resolutions from ECC are on the agenda. In addition to those five students, other students who have demonstrated ongoing and substantial interest in a resolution to be debated by the faculty may petition the chairs of ECC to be allowed to attend the faculty meeting. Students may participate in discussion during the meeting and remain present for the voting upon ECC resolutions. A majority of faculty present at a meeting may approve ECC resolutions. ECC resolutions will be circulated in writing in advance of the faculty meeting, and the faculty will not approve an ECC resolution at the meeting where it appears on the agenda for the first time. ECC resolutions must, in other words, appear on the agenda of two faculty meetings (they need not be successive meetings) before they may be approved; students may be present and participate in debate at all such meetings. Any ECC resolution amended on the floor of the faculty meeting must be returned to ECC for deliberation before it can be submitted to the faculty meeting for a vote; this procedure need not apply to minor changes in wording accepted by ECC members present at the meeting.
Colgate
Curriculum Committee
The Curriculum Committee deals with questions and problems of all parts of Colgate's curriculum. The Committee will (a) respond to questions and requests proposed to it by the Board; (b) review proposed changes in policies affecting the curriculum and make recommendations to the Board; and (c) review existing curricular policies and make recommendations to the Board as seems desirable to the Committee.

The membership of the Curriculum Committee is as follows:
Four faculty (one each from the Divisions of the Arts and Humanities, Natural Sciences and Mathematics, Social Sciences and University Studies)
1 Student representative from the Academic Affairs Board
1 Student (elected by the Student Senate)
Associate Dean of the Faculty (ex officio, nonvoting)
Registrar (ex officio, non-voting)
The chair of the Curriculum Committee is a faculty member elected by the Curriculum Committee.

Grinnell
The Curriculum Committee
1. Membership Dean of the College or a designated representative (chair), three elected members of the faculty (each serving a two-year term), four elected students, the Chair of the Faculty, and the Registrar. The three elected faculty members shall be elected, one from each of the three divisions, Humanities, Science, and Social Studies, at the same time as the election of divisional officers. The four students shall be elected by the Student Curriculum Council and shall consist of its chair and a representative from each of the three divisions, Humanities, Science, and Social Studies. 2. Duties This committee shall have immediate oversight of the educational program of the College. It shall consider primarily concentrations, majors, departmental curricula, and the organization of general education at the College. More particularly, the committee shall a) approve new courses and course revisions recommended by the divisions and authorize the deletion of courses. b) approve changes in requirements and sequences within major fields and concentrations, as recommended by the divisions. c) maintain a continuing review of the requirements for graduation and make recommendations thereon to the faculty. d) consider the adequacy of non-major and general education programs at the College and make recommendations thereon to the faculty. e) maintain surveillance over and make recommendations concerning the curricular structure and course offerings of the various departments with regard to such matters as proper uniformity of structure, proper servicing of non-majors, and articulation of the curriculum as a whole. f) plan and recommend to the faculty
policies to guide the substantive advising of students. g) provide for continuing study of the educational effectiveness of the curriculum and to recommend for its improvement. h) report its recommendations to the Dean of the College, the Executive Council, or the faculty as appropriate.

**Middlebury**
The Educational Affairs Committee has two primary functions: to oversee the general direction of the College's curriculum and to make recommendations on staffing and the allocation of teaching resources. The EAC consists of five tenured members of the faculty, elected by the faculty. No more than two members of the committee may be from one division, and no more than one from a department.

The Curriculum Committee is comprised of four faculty members appointed by Faculty Council. It is a subcommittee of the Educational Affairs Committee. To create a new course for either fall or spring semester, or Winter Term, faculty or departments and programs submit a proposal to the Curriculum Committee for approval. Courses are reviewed for their contribution to the overall curriculum, and distribution and culture and civilization tags are considered. Once approved, the faculty member is notified and the course is included in the catalog.

The Administration Committee hears requests from students and faculty for exceptions to academic policies.

**Pomona**
Curriculum Committee: The Curriculum Committee's members include the Dean of the College; an Associate Dean of the College; the Registrar; six faculty members, two from each division; and three students, chosen by the ASPC. At least one member from each division must be at the rank of associate professor or professor and no more than one member of any particular department shall serve on the Committee at the same time. The Committee chooses its own chair. While the curriculum of the College is the responsibility of the faculty, as a whole, the faculty delegates the following responsibilities to the committee: a) general oversight of academic policy and long-range planning; and b) general responsibility for evaluating new course proposals and other curricular changes and making recommendations thereon to the faculty (adopted by the faculty 3/1/85). A subcommittee of 3 the Curriculum Committee forms the Special Majors Committee, which is charged with supervising all special (individualized) majors at the College. It must approve individual independent study exceeding one course per semester for first-years and sophomores or two courses per semester for juniors and seniors. It also appoints committees for supervision of substantial projects that students may propose in the junior and senior years.
Academic Procedures Committee: The Academic Procedures Committee is a standing committee of the faculty composed of three faculty members, one from each Division, and at least one of whom is at the rank of associate professor or professor; the Registrar; a faculty member of the Dean of Students' staff; and two students chosen by the student government. Responsibilities include: a) evaluating academic regulations of the College and recommending changes to the faculty; b) recommending commencement honors to the faculty; c) ruling on student petitions for exceptions to the rules in effect; and d) ruling on student petitions to enroll for more than eight semesters. An extensive description of this committee's functions appears in Chapter III, Section B, under "Academic Regulations" (adopted by the faculty 3/1/1985).

Swarthmore
Council on Educational Policy (CEP)*
Each year, three faculty members are elected to serve two-year terms on the Council on Educational Policy (CEP). Thus there are six faculty members on the committee. Headed by the Provost and also including the President and three students, this committee is concerned with long-range, broad matters of curriculum, curricular change, and introduction of new programs. Ten years ago, this committee developed the curricular reforms that included restructuring of academic divisions, Primary Distribution Courses for the first two years, and reorganization of the External Examination Program (now known as the Honors Program). More recently, the committee has set procedural guidelines for and reviewed the allocation of new or vacated faculty positions, addressed ways to nurture good teaching, and explored "diversity" in the curriculum. The Committee is currently discussing graduation requirements and intends to bring a proposal containing revised requirements before the faculty sometime this year.

The Curriculum Committee*
The Curriculum Committee deals with immediate questions of the existing curriculum, recommending new concentrations for approval of the faculty and providing oversight for academic issues such as the calendar, registration, etc. Chaired by the Provost, it consists of the Heads of the three divisions, the interdisciplinary representative, the Registrar, and representatives from Student Council. Recently, it recommended new interdisciplinary programs in Latin American Studies and Francophone Studies, which were approved by the faculty. It has also overseen the implementation of the revised Honors Program.

Wake Forest
The Committee on Curriculum
a. Membership: Voting: The Provost, the Dean of Wake Forest College, the Dean of Business, the Registrar, two members elected from the ranks of the coordinators of our interdisciplinary minors, and the Chair of each department of the College. b. Powers and Duties: (1) To make recommendations to the Faculty of Wake Forest College regarding academic requirements for
graduation in the College. (2) Upon a three-fourths vote of its membership, to approve all courses and changes in courses offered by the College. The Committee shall publish in an agenda of a regular meeting of the Faculty at least once each year a list of additions and deletions of courses, and no course may be offered for credit until after such publication. Any member of the Faculty may move to request that the Faculty reconsider the addition or deletion of any course so listed.

The Committee on Academic Planning
a. Membership: (1) Non-voting: The Provost of the University, the Registrar or Registrar’s designate, and one undergraduate student. (2) Voting: The Dean of Wake Forest College or the Dean’s designate, the Dean of the Z. Smith Reynolds Library or the Dean’s designate, one undergraduate student, and six elected members of the Faculty, including one from each of the five academic divisions of the College. b. Powers and Duties: (1) To serve as the principal agency of the Faculty in planning academic policies and programs of the College. (a) In cooperation with the appropriate officers of the administration, to establish and recommend to the Faculty for approval long-range academic goals and priorities for the College. (b) To study specific proposals and programs for achieving the academic goals of the College and to make recommendations concerning them to the Faculty. (2) To serve as liaison between the Faculty and planning organizations in other divisions of the University, where matters affecting the academic affairs of the College may be involved. (3) To work in conjunction with the Committee on Library Planning in matters concerning long-range planning for library development. (4) To act as a channel for a yearly report to the Faculty from the Provost.

Williams
Curricular planning committee
The Curricular Planning Committee analyzes the college-wide curriculum, investigating changes over time and exploring questions about its future. The CPC coordinates conversations among academic units as they make curricular plans and staffing requests. It assesses all new curricular initiatives for their long-term curricular and staffing implications and communicates its views to the CEA before they are brought to the faculty for discussion and a vote. The CPC makes its analysis of the curriculum available for faculty discussion. In light of its analysis and faculty input, the CPC makes recommendations to the CAP on the allocation of faculty positions to departments and programs; a summary of these recommendations is made available to the faculty. After the CAP (The Committee on Appointments and Promotions) completes its allocation of faculty positions, the CPC and CAP analyze the staffing decisions for the faculty.

The six faculty members of the CPC (one from the assistant or associate ranks and one from the full professor rank from each division) are elected by the faculty; the committee members designate one member to serve as the faculty chair. The President, the Dean of the Faculty, and
the Provost are members of the Committee. Elected faculty serve a three-year term on the committee, with a minimum of two years.

Committee on Educational Affairs

The Committee on Educational Affairs (CEA) evaluates and implements changes in the curriculum of the College, both graduate and undergraduate. It recommends educational policy to the faculty and maintains college-wide oversight of the curriculum on an annual basis. All additions or deletions of courses, majors, and programs, all substantial changes in course descriptions, and all changes in major requirements are reviewed by the CEA. The CEA assesses these and other new curricular initiatives and solicits the input of both the CPC and the CAP before bringing them to the faculty for approval.

The CEA is composed of 7 faculty, 5 staff, and 6 students (7-5-6). Six faculty members of the CEA (one tenured and one non-tenured from each division) are elected by the faculty from a slate of two persons nominated by the Steering Committee from each category; one member is selected by the President, who also names the faculty chair. The President, the Dean of the College, the Dean of the Faculty, an Associate Dean of the Faculty, and the Registrar are non-voting ex officio members of the CEA. Elected faculty serve two-year terms.

Budget

Amherst

Committee on Priorities and Resources (voted by the faculty, May 2010). The Committee on Priorities and Resources (CPR) is a committee of faculty, students, and staff (with a faculty member as chair), with officers of the administration (the president, the dean of the faculty, the chief financial and administrative officer and the director of budget and analysis, and the chief human resources officer) present ex officio (amended by vote of the faculty, May 2014). The four faculty members, at least one each from the humanities, the social sciences, and the natural sciences, normally serve for a term of three years, and their terms of office are generally staggered so that each year no more than two new members of the committee and the chair are nominated by the Committee of Six and elected by the faculty. To assure continuity of membership on the CPR, the Committee of Six will endeavor to nominate members of the faculty whose service on the committee will not be interrupted for two or three years.

Two of the three student members are elected from the student senate by that body and serve for terms of two years. One of these members is elected in one year, and a second in the other,
alternately. A special election conducted from within the senate is used to select replacements for students unable to complete their terms of office. The third student member is selected by the senate from the executive branch of the student government for a one-year term, and serves without vote.

The two staff members of the committee are elected by the staff and normally serve staggered two-year terms.

The voting members of the CPR are its four faculty members, its two staff members, and two of its three student members (as described above).

The purpose of the CPR is to bring a range of faculty, student, and staff opinion to bear upon (1) the process of annually budgeting the resources of the college, and (2) the long-term allocation of resources. To ensure the CPR's involvement in the annual budget process, the administration will bring the budget currently being formulated before the CPR while there is still ample time to affect it. The administration will also present its sense of the priorities among competing claims on the college's resources. The CPR will present to the Amherst College Board of Trustees the committee's views on the annual budget as it is being prepared and on long-term financial concerns. In the spring term, the CPR will also receive and respond to new large capital requests and review the ongoing list of capital priorities and deferred maintenance projects. To discharge its responsibility to assess the continuing ability of the college's financial resources to support its educational mission, the CPR will periodically review the long-term financial impact of such things as the relationship between resources and programs, the level of compensation and benefits, the level and rate of change of the comprehensive fee, and other pertinent matters. To that end, the committee will query other offices and committees about proposals that have financial implications.

**Pomona**

Faculty Position Advisory Committee:

This committee advises the Dean of the College and the President on requests for 1) permanent faculty positions, 2) coterminous administrative-faculty positions, 3) the transfer of an existing faculty member from one department or program to another, and 4) conversions of Pomona College programs into departments. Its members include six faculty members at the rank of associate professor or professor, two from each division; three non-voting students, one from each division, chosen by the ASPC; and the Dean of the College, who is a non-voting member. The faculty members are nominated by the divisions and elected by the faculty as a whole to three-year staggered terms. For each position on the FPAC, the appropriate division will choose at least two nominees. No more than one member of any particular department shall serve on the FPAC at the same time. The division of the student members is determined by their majors.
(interdisciplinary majors are judgment calls). The student members serve one-year terms. The committee chooses its own chair. A full description of this committee’s procedures and guidelines appears in Chapter IV. Elected Faculty Position Advisory Committee members who take leave for one semester must be replaced for the semester by the nominee receiving the second largest number of votes in the original election. Members who take leave for a full year must resign from the committee; their unexpired terms must be filled by special election from a slate of at least two nominees from the division in question.

**Bowdoin**
Committee on Governance and Faculty Affairs (GFA)

**Carleton**
Budget Committee
1. General purpose: To formulate recommendations regarding annual budgets and longer-term financial plans. The Budget Committee is a standing subcommittee of the College Council.
2. Membership: The dean of the College, the vice president and treasurer, one faculty member and one student member of the College Council, one other faculty member and one other student, and such other members of the community as will be determined by the presidents of the College, the faculty, and the Carleton Student Association. The dean of the College is the chair of the committee. One faculty member is tenure-track and one is tenured when elected.
3. Faculty term of membership: Two years.

**Colgate**
Committee on Budget & Financial Planning
This committee is concerned with long-range financial planning and projections and the preparation of yearly budgets. It has the responsibility of advising the President on yearly budgets and matters related to financial planning and projections. The committee normally functions as an advisory committee on budget issues during the fall term and on financial planning issues during the spring term.

The membership consists of:
The President of the University
Dean of the Faculty and Provost
Vice President for Finance and Administration
4 Faculty (elected at large by the Faculty for three-year terms)
2 Students (elected at large by the Student Senate for one-year terms)
The committee is chaired by the President of the University or the Provost, as determined by the President. Consultants to the committee are the Associate Vice President for Budget and Financial Aid, the Associate Provost, the Dean of the College, and the Vice President for Institutional Advancement.

Grinnell
The Executive Council

Middlebury
The Resources Committee represents the College faculty in shared-governance discussions with the administration and Board of Trustees regarding Middlebury's financial sustainability, especially as it relates to the College. In addition to its concern with matters directly related to the faculty, the Committee will also consider other financial matters that affect the integrity of Middlebury's academic program and, for example, the College's commitments to supporting students with financial need and insuring the diversity of the community.

The Strategy Committee represents the College faculty in long-range strategic planning with the administration and Board of Trustees. Though the committee is concerned primarily with the College, it will also represent the faculty in shared-governance discussions on matters of common interest to the College, the Schools, and the Institute. The committee is also charged with engaging the faculty, administration, and trustees on developments in higher education (both nationally and globally), as they might affect Middlebury College.

Swarthmore
College Budget Committee
The College Budget Committee provides input and feedback to the President on the annual budget recommendations. Chaired by the Vice President for Finance, it is composed of the Controller, two faculty members, two staff members, and four students. Terms are for one year with the option of a one year renewal. The preference would be to have staff members who have not yet served on this particular committee.

Wake Forest
University Finance Advisory Committee
a. Membership: The Executive Vice President and the Provost (co-chairs), five members of the Faculty Senate (the President, President Ex Officio, Chair of the Resources Committee, a Representative of the College and Graduate School, and a representative of the library and professional schools), two staff members from the Staff Advisory Council, and two students from the Student Government Association (the President and the Treasurer) b. Powers and Duties: (1) To provide informed advice about the development of budget proposals and priorities
to the Advisory Committee co-chairs, the Executive Vice President, and the Provost (2) To convey information to members of the University about financial realities and budget priorities and to receive feedback from the larger University about financial parameters and the budget process

Williams
The Committee on Priorities and Resources (CPR) is composed of 4 faculty, 6 staff, and 3 students (4-6-3).

The Committee on Priorities and Resources advises the President on the allocation of the College’s fiscal and tangible resources and on long-range financial planning and also considers trends in the annual College budget and other matters relating to priorities in fund raising and resources for capital expenditures. Each division is represented by at least one faculty member. Faculty members appointed to the CPR serve staggered two-year terms. Students appointed to the Committee likewise serve staggered two-year terms beginning as juniors. The Provost, Associate Provost, Vice President for Campus Life, Vice President for Finance and Administration, Vice President for Alumni Relations and Development, Associate Vice President for Finance and Administration, and Associate Vice President for Facilities and Auxiliary Services, serve as ex officio, non-voting members. The faculty chair of the CPR normally serves a two-year term.

Faculty Affairs

Amherst
See committee of six

Bowdoin
Committee on Governance and Faculty Affairs (GFA)

Carleton
Faculty Affairs Committee (FAC)
1. General purpose: To oversee the general welfare of faculty members at the College. The FAC also conducts all faculty elections and makes and monitors faculty appointments to all College committees.
2. Membership: The president of the faculty and five other faculty members, three tenured when elected and two tenure-track when elected. One of the members tenured when elected is elected to serve as chair-elect for one year and then chair for two years.
3. Term of membership: Three years.

Faculty Personnel Committee (FPC)

1. General purpose: To oversee the professional growth of the faculty from the time of hiring throughout their professional careers. Especially important, the committee is charged with monitoring third-year reviews and participating in tenure reviews.

2. Membership: The president and dean of the College and five tenured faculty members, one from the social sciences, one from natural sciences/mathematics, two from combined humanities and arts and literature, and one tenured five years or fewer at the time of election. No two members are from the same department.

3. There shall be no alternate members of the FPC. If a tenure candidate is from the same department as an elected FPC member, that member shall remove him- or herself during the deliberation about the candidate and shall not participate in the voting concerning the candidate. In such a case, if no other elected member of the committee is from the same division as the tenure candidate, the most recently retired FPC member from a different department in the candidate’s division shall serve as a non-voting consultant to the FPC to provide discipline-specific advice.

4. Term of membership: Three years.

Colgate

Faculty Affairs Committee (FAC)

Charge to the Committee

The committee shall propose to the faculty policies and recommendations of policies on faculty appointments, faculty promotions, academic freedom and tenure, all matters pertaining to professional standards and ethics, loads, leaves, grants for development and research, faculty welfare, and similar matters.

The committee shall propose to the faculty procedures for faculty discipline and for hearing grievances from the faculty. The committee shall consist of ten members of the faculty (one each from the Divisions of the Arts and Humanities, Natural Sciences and Mathematics, Physical Education, Recreation and Athletics, Social Sciences; one from the library faculty; and five members at large for three-year, nonrenewable terms), the President, and the Dean of the Faculty.

The committee shall elect its own chair. The associate dean of the faculty acts as secretary.

Grinnell

The Faculty Personnel Committee

The President of the College (non-voting chair), the Dean of the College (nonvoting), the Chair of the Faculty, one representative elected from each of the three divisions and two members
elected at-large by the faculty. All elected members of the committee must be tenured or at the rank of Associate Professor with four years of service to the College. Members will be elected for staggered two-year terms and Grinnell College Faculty Handbook Page 21 Last Revision 04/18/17 APPROVED: April 2017 may be re-elected once. For this purpose a part of a term which is an academic year or longer shall count as a full term. 2. Duties The committee shall recommend to the President of the College changes in the rank and tenure of faculty members as specified in the policies and procedures set forth in Part III of the Faculty Handbook.

Middlebury
See Faculty Council

Williams
The Faculty Compensation Committee is composed of 8-10 faculty, no staff, and no students (8 to 10-0-0).

The Faculty Compensation Committee advises the Provost, Vice President for Finance and Administration, and Dean of the Faculty on policies and procedures affecting faculty compensation. The Committee represents the interests of both full-time and part-time faculty. Areas of primary concern are salary schedules, leave pay, and benefits (such as health insurance, life insurance, retirement benefits, mortgage assistance, rental housing, child-care assistance, and children’s tuition benefits).