

**CHAPTER III**  
**GOVERNANCE AND COMMITTEE STRUCTURE**

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### **CHAPTER III GOVERNANCE AND COMMITTEE STRUCTURE**

Based on the belief that shared authority best meets the needs of our times, there shall be created a system whereby students and faculty will share with the administrators of Clarke University recommendations concerning the policy-making of this institution. The entire University conceives of itself as a community of learners: students, faculty, staff, administrators, and trustees. Effective decision-making for the entire community must involve the participation of each group insofar as that group's experience and expertise can contribute to a more informed direction for the University. Within this framework Clarke University has developed a mode of governance involving all segments of the community. The membership of the Clarke University Community shall include the Board of Trustees, the members of the administration and staff, the faculty, and all students.

The Board of Trustees has the legal responsibility to see that the University fulfills its distinctive mission. To this end it establishes or approves all policies related to external and internal governance. The Educational Policy Committee, the Faculty Policy Committee, and the Financial Aid-Scholarship Committee shall be the legislative bodies for initiating/revising policy in these respective areas, subject to the right of disaffirmance of the Board of Trustees.

When a policy change has been approved by the Educational Policy Committee, the appropriate Vice President in each case may exercise the right of veto or forward the policy change to the President. The Faculty Policy Committee presents its policy proposals to the Faculty Senate; if approved, the chair of the Faculty Policy Committee presents the proposed policy changes to the Vice President for Academic Affairs who will present them to the President.

Policy proposals presented to the President by the chair of any one of the policy committees may be forwarded by the President to the designated chairperson of the respective Board of Trustees committee or veto the proposal and return it to the chairperson of the university committee for further consideration. The veto of the President, the Vice President for Academic Affairs, or the Vice President for Student Life and Enrollment Management can be overridden by following the procedures outlined in this Manual. (See Policy Appeals Process.)

The Board Committee may forward the policy proposal to the Board of Trustees for approval or return the proposal to the Administrative Liaison for revision by the university committee. The Board of Trustees may approve or reject the proposal, and the Board of Corporators can disaffirm the approval of the Board of Trustees. (See charts of policy committees.)

The Strategic Planning Committee formulates and reviews the University Long-Range Plan to insure that all areas of the University are included. The President will review the Long-Range Plan with the faculty and staff prior to submitting it to the Board of Trustees for approval.

The Board of Trustees has empowered the President to administer the University in such a manner as to fulfill the distinctive purposes for which it was established. As

policies are approved by the Board of Trustees, the President is charged with the implementation of these policies and is assisted in this responsibility by the Executive Administrators. Various committees also provide faculty, students, and staff opportunities to participate in the implementation of policies. (See chart for task committees.)

## **A. Administrative Committees**

### **1. President's Cabinet**

The President's Cabinet serves as the University's primary decision-making and planning body. The structure and nature of the President's Cabinet facilitate its interaction with all institutional constituencies. The Cabinet's planning role is enhanced by its familiarity with all functions of the university, ensuring both a knowledgeable and an integrated perspective. The Cabinet meets with the President weekly and is charged with ensuring the long-term stability and success of the institution, consistent with Clarke's mission, vision, and core values. The Cabinet is composed of the university's senior administrators, including the Vice President for Academic Affairs, Student Life and Enrollment Management, Institutional Advancement, Business and Finance and Information Technology.

## **B. Policy Committees**

### **1. Educational Policy Committee**

- **Purpose**

The Educational Policy Committee is the policy formulating body for all matters of an academic nature pertaining to undergraduate studies. It is also the forum in which all matters of an academic nature that are not at the policy level may be discussed.

- **Membership**

Five full-time faculty members are elected at large by the Faculty Senate. Two non-voting students (one traditional day student and one Timesaver student) are selected based on faculty recommendations. Students are recommended based on time availability and inclination. The Vice President for Academic Affairs, the Dean of Undergraduate Studies, and the Director of General Education are ex officio members of the committee. The chair is chosen by the committee from among its faculty members.

- **Authority and Responsibility**

EPC regulates academic procedures for the university.

Academic policy changes are forwarded via the Vice President for Academic Affairs to the President of the University for concurrence and recommendation to the Academic Affairs Committee of the Board of Trustees for approval by the Board of Trustees. Policy matters include

but are not limited to:

- The types of degrees or certificates awarded by the University;
- The composition of the liberal studies program that fulfills the general education requirements for all degrees;
- The approval of all undergraduate courses and programs offered by the University;
- The courses a student may include within the hours required for a specific degree; and

The Committee serves as an advisory body to the Vice President for Academic Affairs in the following matters:

- Admission requirements;
- Deletion of program requirements;
- Criteria and procedures for evaluating student performance;
- Criteria for conferring academic awards at entrance, annually, and at Commencement;
- Criteria for academic probation and dismissal;
- The composition of the curriculum that fulfills the major requirements for a specific program;
- Criteria for and the types of experiences for which academic credit can be awarded; and
- Other matters not included above which are clearly of an academic nature.

• **Proposals and Procedures**

Proposals to the Educational Policy Committee must be confined to materials that are exclusively academic in nature. Such proposals may be made in the following way:

- Proposals for the agenda may be suggested by any individual member of the University community or by any committee of the University. Departmental proposals should be submitted by department chairs;
- Proposals should be submitted electronically to the chair of the Educational Policy Committee who will distribute them to the committee members; and

- A proposal should clearly indicate the specific item, i.e., topic, issue, policy, problem, etc., being suggested for inclusion in the Educational Policy Committee agenda. A brief accompanying statement explaining why the item proposed deserves consideration by the Educational Policy Committee is highly recommended.

The Vice President for Academic Affairs has ultimate responsibility for all policy changes and may exercise a veto over decisions of the Educational Policy Committee. The Vice President for Academic Affairs presents those policy changes with which he or she concurs to the President of the University who also may veto the change.

- Those policy changes with which the President of the University concurs are referred to the Academic Affairs Committee of the Board of Trustees by the Vice President for Academic Affairs for review and recommendation to the Board of Trustees or are returned to the Vice President for Academic Affairs for reconsideration by the Educational Policy Committee. When the Board of Trustees has approved policy changes, the Vice President for Academic Affairs will notify the Educational Policy Committee.

- **Accountability**

This committee is accountable to the Vice President for Academic Affairs. The committee informs Faculty Senate of major policy or procedure changes.

- **Meetings**

Meetings are determined by the amount of material sent to the committee. Usually the committee meets every two (2) weeks during the academic year. An agenda will be sent to all department chairs. Individuals with interest on the agenda items may attend EPC meetings.

## 2. Faculty Policy Committee

- **Purpose**

The Faculty Policy Committee is the chief policy-formulating body for policies relating to the faculty.

- **Membership**

The faculty is represented by five (5) full-time faculty members, two (2) of whom must be tenured. Faculty Senate elects the faculty voting members for two (2) year terms. The administration is represented by two (2) non-voting members, the Vice President for Academic Affairs and the Vice President for Business and Finance. The Chair is a faculty member elected by the Committee.

- **Authority and Responsibility**

The Faculty Policy Committee is the chief policy-formulating body for policies relating to the faculty. Proposals may be submitted to the Faculty Policy Committee in writing by any faculty member or administrator.

- **Proposals and Procedures**

Proposed policy changes are presented by Faculty Policy Committee to Faculty Senate. Faculty Senate must ratify all FPC proposed policy changes by a majority vote. A proposal may be defeated by Faculty Senate vote, returned to the Faculty Policy Committee for revision, or approved. If approved, the Chair of the Faculty Policy Committee submits the ratified policy change, in writing, to the Vice President for Academic Affairs who will forward it to the President.

In consultation with the Vice President for Business and Finance, the Faculty Policy Committee prepares the salary and benefits recommendation for the next academic year. The Vice President for Business and Finance invites the Chair of the Faculty Policy Committee to present the Faculty Policy Committee's recommendation to the University Budget Committee. The VP of Business and Finance will take proposals to the Board of Trustees. The decision of the Board of Trustees concerning salary and benefit changes is reported to the faculty by the President or his or her designate.

Proposals (other than the salary and benefit recommendation) from the Faculty Policy Committee shall be submitted by the President of the University. Presidential approved proposals will be submitted by the President of the University to the Board of Trustees or its appropriate committee. Non-presidential approved proposals shall be returned to the Faculty Policy Committee. The Faculty Policy Committee may amend and/or revise their proposal and resubmit to the President. The Board of Trustees has the final authority.

- **Accountability**

Minutes are recorded at each Faculty Policy Committee meeting and copies are sent to members of the committee, to the Clarke University archives, and to the Vice President for Academic Affairs. The committee is accountable to the Faculty Senate and the Vice President for Academic Affairs.

- **Meetings:**

Meetings shall be held every two weeks or as determined by the Chair.

### **3. Financial Aid Committee (Not Elected)**

- **Purpose**

The Financial Aid Committee reviews policies and allocations for institutional financial aid in order to maximize net revenue and enrollment.

- **Membership**

The Financial Aid Committee consists of the Vice President for Enrollment Management, Director of Financial Aid and/or designees, the Director of Admissions and/or designees, the Director of Athletics and/or designees, the Vice President for Business and Finance and/or designees. The Chair is the Vice President for Enrollment Management and appoints the membership of the committee for one year terms.

- **Authority and Responsibility**

The Vice President for Enrollment Management has final authority in making recommendations and determining policy for institutional aid (within the context of the budget). The Committee's work is shared with the Cabinet and President.

- **Accountability**

Written reports of the committee actions or recommendations are presented to the Vice President for Enrollment Management.

- **Meetings**

Meetings are held frequently when the aid distribution is being decided and as needed throughout the remainder of the year.

#### 4. Graduate Council

- **Purpose**

The Graduate Council is responsible for establishing and reviewing policies and procedures governing graduate education.

- **Membership**

The Graduate Council is composed of the Dean of Adult and Graduate Studies, chairpersons of departments with graduate programs, and/or the department graduate coordinator, two (2) elected graduate faculty members elected for two-year (2) terms (renewable one time). Graduate students and other university faculty and administrators are consulted as needed. The chairperson will be elected from the members of the Graduate Council.

- **Authority and Responsibility**

The council evaluates new graduate programs and revisions in existing programs and makes recommendations to the administration for action. New courses, courses requiring minor revision and academic procedures related to graduate programs are reviewed and acted upon by this council.

- **Accountability**

The Graduate Council reports to the Vice President for Academic Affairs through the Dean for Adult and Graduate Studies and through written minutes of its meetings.

- **Meetings**

Meetings are held monthly or as needed.

## 5. Other Committees for Constructing Policy

### a. Faculty Senate

- **Purpose**

Faculty Senate is the forum for discussion of all matters of an academic or non-academic nature which are relative to the faculty; this includes policy as well as non-policy issues.

- **Membership**

Voting Members: full-time (contract for at least three-quarter time) teaching faculty with rank, all department chairs regardless of teaching time, and full-time administrators with academic rank who have released time to teach at least one (1) course during the academic year.

Non-voting Members: part-time (one-half or less) and adjunct faculty with rank of instructor, professors emeriti, and executive administrators who do not teach.

A chair and secretary will be elected by the Senate in the spring for a term of one (1) year.

- **Authority and responsibility**

The Faculty Senate should be informed and have an opportunity for discussion on any matters of an academic or non-academic nature which involve changes in policy or new emphasis which affects many of the faculty in their functions as faculty members, or in terms of their employment at Clarke. Matters on which a faculty vote is required should be specified by the appropriate policy committee. The Faculty Senate is



a voting body whenever an all-faculty vote is taken at the University.

- **Elections**

Faculty members are elected by the Faculty Senate to committees or as its officers in the following order:

FPB (Faculty Personnel Board)  
FPC (Faculty Policy Committee)  
EPC (Educational Policy Committee)  
FDC (Faculty Development Committee)  
Institutional Budget Committee  
Strategic Planning Committee  
Faculty Senate Officers  
Arts at Clarke Committee  
Multicultural Issues Committee  
Library Committee  
Scholarship Committee  
Graduate Council  
Student Travel Committee

Faculty members are elected by academic divisions to the following committees:

General Education Advisory Committee  
Assessment Committee  
Mackin-Mailander Committee  
Academic Advising Committee

*n.b. No restriction exists for multiple memberships on committees and there is no limit on the number of consecutive terms except on Graduate Council.*

- **Procedures for Elections**

- a) Prior to the elections (at the March Faculty Senate meeting), the Faculty Senate President will circulate a list of current committee memberships, indicating terms, and a list of faculty members eligible for election to committees, including an indication of tenure.
- b) Nominations for committee positions are sent to the Faculty Senate President, preferably within two weeks of the March Faculty Senate meeting.
- c) The Faculty Senate President will distribute the list of nominees; such nominees may remove their names from consideration, if desired. Others may choose to add their names.
- d) The division meetings before the election should be used for some discussion of committees, positions, and nominations. Division and department chairs should encourage attendance and participation at the April Faculty Senate meeting/Committee Elections.
- e) Faculty members may nominate themselves or remove their names from nomination during the April Faculty Senate meeting. Only with the

permission of the nominee may another person make a nomination or remove a name from consideration during elections.

- f) The candidate for a committee position who has the most number of votes will be elected. For the first four committees (FPB, FPC, EPC, FDC) each position will have its own vote. For the rest of the committees, if more than one position is open on a committee, a single vote will occur, with each voter writing the appropriate number of names on the ballot, and the top vote getters will be elected.

- **Accountability**

The Chair of Faculty Senate reports to the Vice President for Academic Affairs on all matters relative to the faculty.

- **Meetings**

The Faculty Senate meets monthly. Special meetings may be called by the Chair, the President of the University, the Vice President for Academic Affairs, or at the request of thirty (30) voting members of the Senate. Forty percent (40%) of the voting members of the Senate constitute a quorum. The Chair of Faculty Senate sends the agenda and accompanying materials to members five (5) days prior to the meeting date.

## **C. Task Oriented Committees**

### **1. Arts at Clarke Committee**

- **Purpose**

The Arts at Clarke committee strives to provide cultural events to the Clarke University community, alumni, and friends in the tri-state area. The Arts at Clarke program features our very own nationally recognized fine arts department of extremely talented faculty and students, with high quality performances and exhibits. The Arts at Clarke program showcases not only the talents of our campus community, but accomplished musicians, artists, and performers from around the world.

- **Membership**

The committee membership consists of a chair appointed by the President, three faculty members elected by Faculty Senate for staggered two-year terms, two student representatives, and the Assistant to the President.

- **Authority and responsibility**

The Arts at Clarke Committee develops and publicizes an annual program of cultural events at Clarke and assists with their production.

- **Accountability**

The committee reports to the President.

- **Meetings**

Meetings are determined as needed by the Chair.

## 2. **Assessment Committee**

- **Purpose**

The purpose of the committee is to plan and implement the institutional assessment program. The committee reviews analysis reports on data and recommends programmatic changes to the Vice President for Academic Affairs.

- **Membership**

The committee consists of seven (7) faculty members elected by academic divisions for two (2) year terms. Vice President for Academic Affairs (ex-officio), Executive Director of Information Technology, Dean of Undergraduate Studies, Director of General Education, Director of Student Life, Director of Institutional Research. The committee chair is the Director of Assessment.

- **Authority and Responsibility**

The functions of the assessment committee are three-fold: (1) to direct short-term and long-term planning of the assessment program; (2) to design, implement, and evaluate assessment procedures, processes, and workshops; (3) to communicate and disseminate information through the assessment website. Agendas, minutes and materials are sent to committee members prior to meetings. Decisions are recommended to the Vice President of Academic Affairs or to appropriate committees.

- **Accountability**

The Director of Assessment reports directly to the Vice President for Academic Affairs.

- **Meetings**

Meetings are conducted every other week or as needed throughout the academic year.

## 3. **Budget Committee**

- **Purpose**

The Budget Committee is responsible for developing the annual operating budget based on direction and priorities determined by the administration.

- **Membership**

The Budget Committee consists of the President's Cabinet, two (2) elected faculty members, two (2) elected members from the Staff Assembly, and the Controller. The chairperson is the Vice President for Business and Finance. Two (2) representatives from the faculty and staff will be elected to staggered terms.

- **Authority and Responsibility**

The committee serves as an advisory board to the President and the Vice President for Business and Finance who will establish the parameters and targets (e.g., balanced budget, compensation increases, required contingency fund(s), funding for creative projects, etc.) before the process begins. The committee will also have responsibility for assisting with the design of the overall process and communicating with their respective employee group the process, gaining input from the various areas, and disseminating any information deemed necessary by the committee.

- **Accountability**

The committee is responsible to the President and Vice President for Business and Finance.

- **Meetings**

Meetings will be held weekly commencing the second week of September until the completion of the budget, prior to the January Board of Trustees meeting.

#### 4. **Faculty Personnel Board**

- **Purpose**

The Faculty Personnel Board broadly represents the faculty and the major function is to conduct promotion, tenure, mid-course and septennial reviews of the faculty members.

- **Membership**

The Board consists of five (5) tenured faculty members elected for two (2) year terms, who will not be seeking promotion while serving on the Board. No more than one (1) faculty member can be from the same department. No more than two (2) faculty members can be from the same division. The Vice President of Academic Affairs is an *ex officio* and non-voting member. The Chair is selected from among the elected members of the

committee.

**Addendum**

The Chair of the FPB may request an increase up to three (3) members in the number of committee members for years with unusually heavy workloads. Additional members will be elected to one-year terms. All FPB members would rotate so that there are exactly five (5) faculty members that meet the membership criteria at each meeting until all reviews are complete.

The Chair of the FPB must submit the request for increase to the FPC. Upon approval, the Chair of the FPC will inform the Chair of the Faculty Senate so elections for the temporary positions are held along with all elections in April.

- **Authority and Responsibility**

The functions of Faculty Personnel Board are (1) to conduct a systematic review of all faculty members; and (2) to provide to the Vice President for Academic Affairs the findings of these reviews.

The committee also suggests necessary revisions to Faculty Policy Committee regarding updating the Faculty Evaluation Manual when needed.

- **Procedures**

See Promotion and Tenure sections of this manual and the Faculty Evaluation Manual for procedures.

- **Accountability**

The Faculty Personnel Board reports directly to the Vice President for Academic Affairs.

- **Meetings**

Meetings vary as needed, often weekly at certain times of the year.

## **5. General Education Advisory Committee**

**The following committee is elected by division.**

- **Purpose**

The General Education Advisory Committee serves three purposes:

- To promote and ensure the quality and centrality of the liberal arts curriculum for the undergraduate programs at Clarke University.
- To serve as a resource for reviewing and making recommendations relative to the Clarke University General Education Program.
- To provide guidance for students/faculty relative to the on-going implementation of General Education Program.

- **Membership**

Seven representatives are chosen, one from each academic division. The Director of General Education also serves as an ex-officio member of the committee.

Ordinarily, representatives will teach a minimum of two general education courses each academic year.

It is desirable, but not required for the representatives of the professional divisions to have experience teaching general education courses.

Members will be selected to staggered 2 year terms.

- **Authority and Responsibility**

The Director of General Education will communicate the recommendations of the General Education Advisory Committee to the department, division, policy committee, and/or appropriate forum for consideration and subsequent action.

- **Accountability**

The Director of General Education reports to the Vice President for Academic Affairs.

- **Meetings**

The General Education Advisory Committee will meet monthly or as needed.

## **6. Mackin-Mailander Committee**

- **Purpose**

The Mackin-Mailander Lecture Committee hosts prominent outside speakers, a faculty lecture and an alumni lecture. The lecture series was established after the university received gifts from two alumnae, Mary Macklin '34 and Verna Slattery-Mailander '20, to establish an endowed lecture series.

- **Membership**

Each academic division selects a member to serve on the committee. Faculty appointments are served in two-year terms and can be renewed. Staff representatives and student representatives also serve on the committee. The committee chair is selected by fellow committee members and officially appointed by the President.

- **Meetings**

Meetings are held weekly throughout the academic year, or as needed as determined by the Chair. Committee meets to select and prepare for the lectures, and review applicants for the faculty and alumni lectures.

**Authority and Responsibility**

The committee selects an annual theme for the academic year, and also selects the speakers for the Mackin-Mailander series. The committee assists in organizing and promoting the events, as well as working at the events. Duties may include: usher, collect tickets and sell tickets, distribute programs, and other tasks as assigned.

**Accountability**

The committee reports to the President. Decisions are also overseen by the Assistant to the President.

## 7. Multicultural Issues Committee

- **Purpose**

The main purpose of this committee is to address the needs of a multicultural community, specifically advocating for persons from underrepresented groups as named in official university publications.

- **Membership**

Three (3) faculty representatives are elected by the Faculty Senate. Two (2) staff members are appointed by the Staff Assembly. Two (2) student representatives are appointed by the officers of the Clarke Student Association. The chair is elected from the committee members. The Dean for Undergraduate Programs and the Vice President for Student Life serve as *ex officio* members.

- **Authority and Responsibility**

The committee serves as a resource to the campus community on issues related to diversity. Specifically, this committee performs ongoing review of campus climate, supports campus equity advocates, and promotes an inclusive learning community of multiculturalism through collaboration, dialogue and action.

- **Accountability**

The committee reports yearly to the President with diversity recommendations.

- **Meetings**

Meetings are held monthly during the academic year.

## **8. Scholarship Committee**

- **Purpose**

The Committee is convened to review the applications for endowed scholarships and to determine the allocations of scholarships to students.

- **Membership**

The Scholarship Committee consists of the Director of Financial Aid or designee, the Director of Admissions or designee, the Dean of Undergraduate Programs, the Vice President for Enrollment Management, Vice President for Student Life and two (2) faculty representatives elected for two-year (2) terms by the Faculty Senate. The Chair is the Director of Financial Aid or designee.

- **Authority and Responsibility**

The function of the committee is to develop and maintain financial aid-scholarship policy for Clarke University in accordance with donors' requests and state and federal regulations. In addition, the Director of Financial Aid will seek advice from the committee on matters pertaining to Clarke's financial aid-scholarship program.

- **Accountability**

Written reports of the committee actions or recommendations are presented to the Vice President for Enrollment Management and the President upon request.

- **Meetings**

Meetings are held at least once a year or as determined by the Chair.

## **9. Staff Assembly**

This assembly is comprised of all staff members of the university. Its function is to provide a means of communication across the areas of administration.

- **Purpose**



The Staff Assembly serves as an advisory group representing Clarke University staff in regards to interests, issues and concerns that affect them.

- **Membership**

The Staff Assembly consists of an Executive Board (elected for three year terms), standing committees named by the Executive Board, and the general membership. The Executive Board consists of eleven voting members, including two elected representatives from each of the vice presidential areas (Academic Affairs, Institutional Advancement, Information Technology, Student Life, Enrollment Management, and Business & Finance) and one at-large representative elected from the general membership. A cabinet-level representative mutually agreed upon by the President of the University and the Executive Board, and the Director of Human Resources serve as *ex-officio*, non-voting members of the Executive Board as needed. The general membership consists of all full- and part-time staff whose primary responsibility is in a non-faculty position. Cabinet-level staff shall be exempt from serving on the Executive Board, except as the *ex-officio* cabinet level representative.

- **Authority and Responsibility**

Officers of the Executive Board include a Chair, Vice Chair, and Secretary. The Secretary maintains all records of meeting minutes and copies of official communications to and from the Executive Board. All non-officer Executive Board members serve as co-chairs for one of the standing committees and are responsible for reporting committee activities back to the Executive Board. The Executive Board officers serve as *ex-officio* members of each of the standing committees as needed. Executive Board duties include: coordination of the efforts of all committees, general oversight for the membership, the formation of ad hoc committees as needed, and response to any issues or recommendations brought before it by the committees or membership.

- **Accountability**

The Clarke University Staff Assembly Executive Board serves by elected position, works with cabinet-level and Human Resource liaisons, and has direct reporting responsibility to the President of the University.

- **Meetings**

The Executive Board meets at least monthly during the academic year (August through May). Minutes of each meeting are archived by the Executive Board Secretary and made available to the general membership. The Executive Board meets quarterly with the general membership in September, November, February and April. Special meetings of the Executive Board may be called by or at the request of the Chair or upon written petition signed by at least three (3) members of the Executive Board.

## 10. Strategic Planning Committee

- **Purpose**

The purpose of the Strategic Planning Committee is to monitor key internal data and external factors that influence the environment at the University. The committee also formulates priorities and evaluates initiatives as identified from the committee's work. The committee helps to synthesize options and make recommendations of long and short range plans to insure and sustain the mission of the University.

- **Authority and Responsibility**

The Strategic Planning Committee (with the help of the entire university community) identifies the top strategic opportunities of the institution and links them with the Strategic Plan. This includes the overall mission of the institution, enrollment, academic, student life, assessment and accreditation, fundraising and finances.

- **Membership**

The faculty are represented by two (2) faculty members elected by the Faculty Senate for a two-year (2) term. Staff are represented by two (2) representatives of the Staff Assembly.

Additional faculty and staff may be appointed by the President.

The chair is appointed by the President of the University.

- **Accountability**

The Committee reports directly to the President of the University

- **Meetings**

Meetings shall be held monthly or as determined by the chair.

## 11. Faculty Development Committee

- **Purpose**

The Faculty Development Committee is responsible for coordinating a variety of faculty development experiences during the academic year.

- **Membership**

The committee consists of five (5) faculty members elected by the faculty for two (2) year terms. At least one (1) of the faculty must be in the first

or second year of service to the University at the time of election. The Vice President for Academic Affairs is an *ex officio* member.

- **Authority and Responsibility**

Responsibilities of this committee include:

- Coordinating a faculty development component in the annual fall workshop;
- An orientation program for new faculty;
- Scheduling workshops/activities related to faculty development;
- Planning and coordinating Faculty Forums;
- Administering the Summer Faculty Development Grants
- Facilitating collaboration with external groups.

- **Accountability**

The Faculty Development Committee reports to the Faculty Senate and is accountable to the Vice President for Academic Affairs.

- **Meetings**

The committee meets every other week or as needed during the academic year.

## 12. Scholars Committee

- **Purpose**

The Scholars Committee is responsible for formulating policy and overseeing the implementation of the Scholars Program.

- **Membership**

The Scholars Committee shall consist of eight (8) voting faculty including the Director(s) of the Scholars Program, representatives from four General Education Divisions elected by the Divisions, and 2-3 faculty elected by the Faculty Senate. Faculty representatives serve 2-year terms staggered to ensure continuity. A non-voting student representative is elected by the Scholars students annually.

- **Authority and Responsibility**

Responsibilities of this committee include:

- Approving the admission of certain students into the Scholars Program;
- Reviewing and approving policy changes in the Scholars Program;
- Assessing the Scholars Program;
- Serving as an advocate among faculty and students for the Honors Program.

- **Accountability**

The Director of the Scholars Program is a voting member of the Scholars Committee and functions as the chair. The committee is responsible to the Vice President for Academic Affairs.

- **Meetings**

The Scholars Committee meets several times during the academic year as determined by the Director.

### 13. Library Committee

- **Purpose**

The Library Committee serves in an advisory capacity to the Director of the Library. Its purpose is to promote the welfare and interests of the library to the entire university community, particularly to the University administration and to the general public.

- **Membership**

The committee is composed of up to ten (10) members as determined by the following guidelines: three (3) faculty members are elected by the Faculty Senate for two-year (2) terms. Two (2) faculty members are appointed to two-year (2) terms by the Vice President of Academic Affairs. At least one (1) faculty member must teach in Graduate Studies. Two (2) students, one (1) a traditional undergraduate student selected by CSA, the other appointed by the TimeSaver Board or the Graduate Student Advisory Board, serve as non-voting members. The Director of the Library, Reference Librarian, and Executive Director of Academic Technology serve as *ex officio* members. Members report to the Executive Director of Academic Technology, who will report to the Vice President of Academic Affairs.

- **Authority and Responsibility**

The responsibilities of the Library Committee are to advise the Director of the Library and library staff in the formulation and implementation of library policies and procedures, services and resources that promote the mission of Clarke University and enhance the intellectual life of the University community. The committee also serves as a liaison between the library and the Clarke teaching, learning, and research community.

- **Accountability**

The committee is accountable to the Vice President of Academic Affairs. Meeting minutes are kept and an end-of-the-year report is prepared by the committee chair and submitted to the Vice President of Academic Affairs.

- **Meetings**

Meetings are held monthly or as needed during the academic year.

#### **14. Academic Advising Committee**

- **Purpose**

The Advising Committee serves the following purposes:

- To review the current advising program at Clarke University; to articulate its mission statement, goals, and outcomes; and to develop an assessment plan.
- To conduct evaluation of the advising program to determine whether and to what degree its mission, goals, and outcomes are being met.
- To make recommendations relative to the advising program in order to ensure its quality.
- To articulate clear advisor responsibilities, and provide training and appropriate professional development opportunities.

- **Membership**

The committee consists of seven (7) faculty members elected by academic divisions for two (2) year terms and the Dean of Undergraduate Studies.

- **Authority and Responsibility**

The Dean of Undergraduate Studies will communicate the recommendations of the Advising Committee to the appropriate forum for consideration of subsequent action.

- **Accountability**

The Advising Committee reports to the Vice President for Academic Affairs.

- **Meetings**

The Advising Committee will meet as needed and at least once per month.

#### **15. Athletic Advisory Committee**

- **Purpose**

The Athletic Advisory Committee serves in an advisory role regarding issues between athletics and academics.

- **Membership**

Faculty, administrators and students are appointed by the President. The Vice President for Student Life and the Director of Athletics are *ex officio* members.

- **Authority and Responsibility**

The Athletic Advisory Committee makes recommendations to the Director of Athletics and/or the Faculty Senate regarding athletic issues.

- **Accountability**

The committee reports to the Vice President for Student Life through the Director of Athletics and through committee minutes. Actions are recorded in the Director of Athletics annual report and submitted to the Vice President for Student Life.

- **Meetings**

The committee meets once each semester or as needed.

## **16. Institutional Review Board**

- **Purpose**

The Institutional Review Board reviews all proposals involving research on human beings to insure protection of both the project participants (e.g., safety and privacy) and Clarke University (e.g., liability).

- **Membership**

Members are appointed by the Vice President for Academic Affairs. Appointments are for three (3) two-year (2) staggered terms.

- **Authority and Responsibility**

The Institutional Review Board reviews each proposed project to consider such things as possible physical, mental, and emotional participant risks, invasiveness, and research design.

- **Accountability**

The Institutional Review Board must follow federal guidelines (National Bioethics Advisory Commission) and document all decisions. The IRB reports to the Vice President for Academic Affairs.

- **Meetings**

The IRB usually meets twice a semester or as necessary, to review proposals. The meeting dates are posted on the Institution Review Board

link on the Clarke University website.

## 17. International Study Committee

- **Purpose**

This committee assists Clarke University to reach out to the world community by promoting and facilitating education abroad for both students and faculty through the development of study abroad guidelines.

- **Membership**

The committee consists of the two (2) Study Abroad Coordinators (academic and informational), several faculty members from different departments, and two (2) students with experience in education abroad. The Dean for Undergraduate Studies is an *ex officio* member.

- **Authority and Responsibility**

The committee is responsible for:

- Formulating policies pertaining to study abroad programs.
- Reviewing student proposals for participation on university-approved study abroad programs, and approve or deny applications.
- Assisting faculty members in developing both short and long-term study abroad programs and reviewing these programs.
- Reviewing recommendations to expand or reduce affiliations with other institutions.
- Assisting in the implementation of Clarke sponsored programs abroad.
- Reviewing applications for the Clarke Study Abroad Fund and selecting recipients.

### **Accountability**

The committee reports to the Dean for Undergraduate Studies.

### **Meetings**

Meetings are held once each semester or as needed.

## 18. Retention Committee

- **Purpose**

This committee functions to monitor retention at Clarke University, to

analyze factors that have an impact on student engagement, and to raise campus-wide awareness of the importance of retention.

- **Membership**

Members are appointed by the President and consist of faculty, staff and administrators. Students may also be appointed to the committee. The Vice President of Enrollment Management serves as chairperson.

- **Authority and Responsibility**

It is the responsibility of this committee to develop a realistic plan for retention of first year and returning Clarke students.

- **Accountability**

The Retention Committee reports to the President.

- **Meetings**

The committee meets weekly or as needed.

## **19. Safety Committee**

- **Purpose**

The function of the Safety Committee is to address issues of safety and security regarding the Clarke University community.

- **Membership**

The Director of Safety and Security is the chairperson of the committee. Other members include the Vice President for Business and Finance, the Vice President for Student Life, the Vice President for Academic Affairs, the Director of Admissions, the Director of Facilities Management, the Chemical Hygiene Officer, one (1) faculty member, and a member of the Marketing and Communications office.

- **Authority and Responsibility**

Any member of the Clarke University community may send a concern to the committee. Any member of the committee may request that an item be placed on the agenda. Decisions are made by consensus of the committee members present. The committee can implement the decisions, gather more information, or make recommendations to the President's Cabinet.

- **Accountability**

The committee is accountable to the Vice President for Business and



Finance.

- **Meetings**

Meetings are held monthly or as needed.

## **20. Institutional Animal Care and Use Committee**

- **Purpose**

This committee is a federally mandated committee required of all colleges and universities and others who use animals for research. Its purpose is to assure the Federal Government of institutional compliance with the Animal Welfare Act of 1984 as subsequently amended.

- **Membership**

The committee must have at least three (3) members including the following:

- One (1) veterinarian
- One (1) non-Clarke employee who is knowledgeable in the area of laboratory animal research
- One (1) member of the Clarke University community who is involved in animal research.

(In anticipation of the likely conflict of interest of the third member of the committee, the IACUC normally has four (4) members.

Appointment to the committee is generally at the discretion of the chair. Members may also be recommended by the President and the Vice President for Academic Affairs.

- **Authority and Responsibility**

This committee acts as a clearing house for proposals to use vertebrates in research and teaching, and it assures compliance with the NIH *Guide for the Care and Use of Laboratory Animals*.

The committee will review the institution's program for use of animals every six (6) months and will inspect the institution's facilities every six (6) months.

- **Accountability**

The IACUC committee follows federal guidelines and documents all decisions in a report to the Vice President for Academic Affairs.

- **Meetings**

Meetings are held when IACUC proposals are submitted and need to be reviewed.

## 21. Student Travel Fund Committee

- **Purpose**  
The Student Travel Fund Committee allocates funding to students to travel for Clarke-affiliated academic and service-related activities.
- **Membership**  
The committee is comprised of two faculty members, two staff members and the director of annual funds. Committee terms are two years in length. Terms are staggered so that one faculty member and one staff member rotate on each year. The director of annual funds serves as a standing member and chair of the committee. Faculty members are elected by Faculty Senate and staff members are elected by Staff Assembly.
- **Authority and Responsibility**  
The committee determines the allocation of funds from the Student Travel Fund to individuals or groups of students for the purposes of Clarke-affiliated academic and service-related trips through an application and approval process.
- **Accountability**  
The committee reports to the Vice President for Institutional Advancement.
- **Meetings**  
There is one meeting held by the committee at the beginning of both the fall and spring semesters. In addition, the chair may call meetings as needed throughout the year for the purpose of approving applications.

## 22. Sustainability Committee

- **Purpose**  
The Clarke University Sustainability Committee serves as an educational resource, catalyst, and advocate for environmental sustainability initiatives at Clarke University.
- **Membership**  
The sustainability committee will be most successful with dedicated and interested members. Volunteers who are committed to sustainability will be solicited to serve staggered terms.
- **Authority and Responsibility**  
Responsibilities of this committee include:
  - Promote participation in Clarke's commitment to responsible environmental management through shared learning opportunities;
  - Provide the necessary training and support to enable the campus community to implement environmental practices;

- Seek opportunities to improve our environmental performance by establishing objectives and targets, measuring progress, and reporting our results;
  - Informing suppliers of our environmental policy and encouraging them to adopt effective environmental practices;
  - Balancing responsible use of institutional resources in pursuit of environmental impact goals.
- 
- **Accountability**  
The committee reports to the Vice President for Business and Finance.
  - **Meetings**  
The Sustainability Committee meets bi-weekly or as needed during the academic year (August through May).