

TCNJ



Photo Courtesy of Sue Ciotti

STAFF SENATE HANDBOOK

08/27/2019

Mission

The Staff Senate of The College of New Jersey contributes to the advancement of the College's mission by serving as the official representative body of all non-faculty staff and by actively participating in campus governance. The Staff Senate does not purport to be a collective bargaining unit and will not negotiate terms and conditions of employment.

- In fulfilling this role, the Staff Senate shall:
Administer a fair process for appointing staff representatives to serve on standing committees and advisory councils within the College's governance structure other than those appointed by the College President.
- Consider and recommend action on existing and proposed policies and procedures, as well as any other matters related to the interests of the College, the campus community, and other stakeholders.
- Provide a forum for examination of common concerns and issues related to quality of life relative to the campus community.
- Maintain and promote effective channels of communication among staff, faculty, students, the administration, the Board of Trustees, and other stakeholders.
- Develop and implement other goals and activities as determined by the Staff Senate to be consistent with its overall purpose and the mission of the College.

- Be sensitive to a balanced representation across job categories when making staff appointments.
- Uphold and advance the College's commitment to equal opportunity and appreciation of diversity in all its policies, procedures, decisions, appointments, and other actions.

About Staff Senate

College Governance—Your Voice

The College has a collegial governance structure intended to support the president by providing an organized forum through which faculty, students, staff, and administrators may receive information regarding College processes, and through which they may participate in developing recommendations in their areas of primary responsibility. Collegial governance is an internal process comprising a wide range of committees that report to the president, who then prepares final recommendations to the Board of Trustees, when appropriate. The system is dependent upon early and ongoing consultation with affected or interested members of the campus community, all of whom have the opportunity and obligation to inform the deliberations and to advise committees. The Staff Senate is seen as fulfilling a much-needed role at TCNJ: to give members of the staff an important voice in campus affairs and governance.

How Does the Staff Senate Fit?

During the spring 2000 semester, both in meetings of the Committee on Quality of Campus Life and at open forums to discuss the new governance process, staff members expressed a desire for a more balanced representation in governance.

Staff members focused on the importance of broadening the opportunities of classified staff, AFT administrators, and mid-level managers to participate in governance. Subsequently, the Board of Trustees approved a new governance system (Governance 2000 document) that sanctioned the concept of a Staff Association. Since then a group of staff members worked to establish a structure, which would support an on-going Staff Senate. Any staff member on campus is invited to become an active member of the Staff Senate.

How Do YOU Fit?

Become a Senator! Staff Senator Positions will either be appointed by a group of their peers to open positions that are specifically reserved for staff members within TCNJ's governance structure or elected to serve by the entire campus staff community. The Elections and Constitution Council of the Staff Senate distributes information about all eligible positions to campus staff members via this mailing. To be eligible, candidates must be a current, permanent, non-faculty employee of TCNJ and must have at least 10 months experience as an employee of the College at the time of application. How much time is necessary to serve as a senator? An estimated five hours per month is the anticipated time commitment.

What are the terms of the Staff Senate positions?

All Staff Senate Senators are elected for three-year terms.

Where can I get more information?

First visit the senate's Web site at www.tcnj.edu/~stafforg. If you still have additional questions, please feel free to contact the Staff Senate at staffsen@tcnj.edu.

Staff Senate Executive Officers

Joseph O'Brien – *President*

(Director, Information Technology Business and Computer Operations)

Colleen Schmidt -- *Vice-President*

(Systems Administrator, Information Technology)

Chris Larthey -- Chairperson, *Staff Development & Recognition Council*

(Systems Administrator, Information Technology)

Stephen Tomkiel -- *Chairperson, Elections and Constitution Council*

(Admissions Counselor, Office of Admissions)

Devon DiBella – Co-Chairperson, *Special Events and Community Building Council*

(Program Coordinator, Off-Site Graduate Programs)

Rachel Lichtenberg – Co-Chairperson, *Special Events and Community Building Council*

(Program Assistant, Interactive Multi Media)

Cecilia Colbeth -- Chairperson, *Communications and Public Relations Council*

(Program Coordinator, Women's, Gender, & Sexuality)

Responsibilities of the Executive Committee:

- Provide Leadership and Direction for the Staff Senate and Senate Councils
- Delegate appropriate tasks to the Senate Councils
- Coordinate overall Senate operations inclusive of monitoring expenditures
- Prepare Annual Budget
- Monitor the committee and council work of Governance Senators
- Prepare annual Staff Senate report

College Governance

Executive Committees

- Committee on Strategic Planning and Priorities (CSPP)
- Steering

Standing Committees

- Committee on Academic Programs (CAP)
- Committee on Student and Campus Community (CSCC)
- Committee on Faculty Affairs (CFA)

Other Committees and Councils

- Athletics Advisory Council (AAC)
- Budget and Finance Planning Council (BFPC)
- Campus Diversity Council (CDC)
- College Promotions and Tenure Committee (CPTC)
- Community Engaged Learning Council (CELC)
- Cultural and Intellectual Community Council (CICC)
- Facilities and Construction Planning Council (FCPC)
- Global Engagement Council (GEC)
- Graduate Studies Council (GSC)
- Honors and Scholars Council (HSC)
- Liberal Learning Council (LLC)
- Mentored Research and Internships Council (MRIC)
- Sabbaticals Council
- Self-designed Major Council (SDMC)
- Signature Experiences Coordinating Council (SECC)

- Support of Scholarly Activities Council (SOSA)
- Teacher Education Council (TEC)
- Teaching and Learning Council (TLC)

Internal Councils

- Communication and Public Relations (CPR)
- Staff Development & Recognition (SDR)
- Special Events & Community Building (SDR)
- Elections & constitution (ECC)
- Helen Shaw Committee (HS)

Miscellaneous Committees

- Leadership Development Task Force
- Student Feedback on Teaching Task Force
- Traffic Appeals Board
- President's Committee on Climate Control
- Student Transitions Council
- Dining Services

July 2011

The College of New Jersey Staff Senate Constitution

ARTICLE I

NAME

The name of this organization is the Staff Senate of The College of New Jersey.

ARTICLE II

STATEMENT OF PURPOSE

The Staff Senate is the representative voice of the college staff for purposes of college governance. The staff is defined as permanent non-faculty employees of The College of New Jersey including all classified, administrative unit and administrative non-unit job categories with the exception of the Cabinet Officers of The College.

ARTICLE III

MISSION

- A. The Staff Senate of The College of New Jersey contributes to the advancement of the College's mission by serving as the official representative body of all non-faculty staff and by actively participating in campus governance. The Staff Senate does not purport to be a collective bargaining unit and will not negotiate terms and conditions of employment.
- B. In fulfilling this role, the Staff Senate shall:
 - 1. Administer a fair process for recommending or appointing staff representatives to serve on college-wide committees, planning councils and program councils within The College's governance structure other than those appointed by the College President.
 - 2. Consider and recommend action on existing and proposed policies and procedures, as well as any other matters related to the interests of The College, the campus community, and other stakeholders.
 - 3. Provide a forum for examination of common concerns and issues related to quality of life and employment for all non-faculty staff (excluding terms and conditions of employment subject to union negotiation).
 - 4. Maintain and promote effective channels of communication among staff, faculty, students, the administration, the Board of Trustees, and other stakeholders.
 - 5. Develop and implement other goals and activities as determined by the Staff Senate to be consistent with its overall purpose and the mission of The College.

6. Be sensitive to a balanced representation across job categories when making staff appointments.
7. Uphold and advance the College's commitment to equal opportunity and appreciation of diversity in all its policies, procedures, decisions, appointments, and other actions.

ARTICLE IV

MEMBERSHIP

- A. The Staff Senate shall consist of forty-three Senators, the President and Vice President. Senators are recommended or appointed to serve designated terms on college-wide committees, planning councils and program councils of The College governance system and/or designated terms on internal Senate Councils.
- B. Associate Members – Any interested staff member of The College may serve as an Associate Member of the Staff Senate. Associate Members may participate in Staff Senate functions and events and attend general meetings. Associate Members may serve on internal Senate Councils and ad hoc committees.
- C. All College staff is represented by the Staff Senate and may attend and participate in general Staff Senate meetings and functions.

ARTICLE V

VOTING REQUIREMENTS AT SENATE MEETINGS

- A. Eligibility - all Senators and executive officers, with the exception of the President, may vote on matters of official Senate business. Associate Members have no voting privileges within the Senate.
- B. Method - voting shall be conducted by a show of hands. A secret ballot shall be used in the following instances:
 1. The Constitution requires a secret ballot
 2. A Senator's request for secret ballot is approved by majority vote
 3. Election of the President, Vice President and Senators requires a secret ballot (see Bylaws, Article III)
 4. At the discretion of the President
- C. General Motions (except those noted in section D below) will be passed by a majority vote of the quorum (see Bylaws, Article V).
- D. The following motions require a two-thirds vote of the quorum for their adoption:
 1. Amend, annul, repeal, or rescind any part of the Constitution, Bylaws, or Rules of Order previously adopted. These actions require previous notice (see Constitution, Article XIII)

2. Amend or rescind a standing rule, program, or order of business, or a resolution, previously adopted, without notice being given at a previous meeting or in the agenda of the meeting
3. Move to executive session
4. Removal or impeachment of a senator or executive officer of the Staff Senate (see Constitution, Article XII)

ARTICLE VI

OFFICERS

- A. Executive Officers of the Staff Senate shall constitute the executive committee of the Senate and consist of:
 1. President
 2. Vice President
 3. Chairs of the Senate Councils
- B. The responsibilities of the President and Vice President shall be those as outlined in Article I of the Bylaws.
- C. The responsibilities of the Council Chairs shall be to lead the senate councils in accordance with Article IV of the Bylaws

ARTICLE VII

TERMS OF OFFICE

- A. The term of office for Staff Senators will be three years. New senators will be elected each Spring semester, and terms will begin at the start of the following Fall semester. Terms will be staggered to permit elections of approximately one-third of the senate each year.
- B. Terms of office for the President and Vice President will be for two years.
- C. The President and Vice President may be reelected for no more than two consecutive terms. Senators will be limited to no more than two consecutive terms on any one college-wide committee or internal Senate council. If circumstances arise where it is necessary for more than two consecutive terms to be served, the Election and Constitution Committee will review the case, make a recommendation and inform the Executive Council for final decision..

ARTICLE VIII

ELECTIONS

- A. Election of the President and Vice President shall be conducted (on each two-year cycle) before the election of Senators.

- B. Election of Senators shall be conducted each spring in accordance with Article III of the Bylaws.
- C. Appointment of Senators shall be conducted each fall in accordance with Article III of the Bylaws.

ARTICLE IX
GOVERNANCE RESPONSIBILITIES

Senators serving on a college-wide committee, planning council or program council shall:

- A. Represent the Staff Senate and staff in the discharge of their responsibilities.
- B. Inform the Staff Senate of pertinent matters and actions taken at governance committees or councils by:
 - 1. Informing the Senate of discussions and actions taken at meetings of each governance committee or council
 - 2. Forwarding copies of minutes to the President once they have been approved by the respective committee
- C. Bring matters from the Staff Senate before the respective governance committee or councils.

ARTICLE X
SENATE COUNCILS

- A. The Staff Senate councils shall consist of the following:
 - 1. Election & Constitution Council
 - 2. Communication & Public Relations Council
 - 3. Staff Development & Recognition Council
 - 4. Special Events & Community Building Council
- B. The Chair of each Council shall be a Senator appointed by the President who will serve on the Executive Committee of the Senate (see Bylaws, Article IV)
- C. Membership and participation on Councils is encouraged and open to all College Staff.

ARTICLE XI
CONFLICT OF INTEREST AND ETHICAL CONDUCT

- A. Any College staff member who serves as an officer of one of The College's bargaining units may not serve as an executive officer of the Staff Senate but is not precluded from serving as a Senator.
 - Appeals of the eligibility requirements noted above shall be brought to the Executive Committee in writing and in accordance with guidelines established by the Election and Constitution Council.

- B. Staff members from the Office of Human Resources may not serve as executive officers of the Senate but are not precluded from serving as Senators.
 - Appeals of the eligibility requirements noted above shall be brought to the Executive Committee in writing and in accordance with guidelines established by the Election and Constitution Council.
- C. Staff Senators are obligated to adhere to the TCNJ Policy - Code of Ethics for Employees of The College of New Jersey.

ARTICLE XII

REMOVAL FROM OFFICE

- A. Any Executive Officer or Senator can be removed from office by the Staff Senate for nonperformance of duties. A petition requesting such removal can be brought to the Executive Committee by a simple majority of the quorum of the Senate. The Executive Committee will investigate the matter on a case-by-case basis and will recommend action to the Senate.
- B. The Senate will make the final decision by secret ballot. A two-thirds vote of the quorum will carry the vote. Possible causes of expulsion constituting grounds for removal from office shall include, but not be limited to:
 - 1. use of the powers of the Senate, real or implied, to further personal causes
 - 2. excessive absenteeism
 - 3. failure to consistently fulfill the responsibility of the Senate positions
 - 4. no more than two unexcused absences
- C. Resignation in good standing from the Senate shall require a formal, written letter of resignation to be submitted to the Executive Committee.
- D. Executive Officer replacement procedures:
 - 1. Once removal or resignation is confirmed, the Executive Committee convenes and appoints a replacement.
 - 2. Notification to Senate will occur once finalized in accordance with Bylaws, Article IV.
- E. Senator replacement procedures:
 - 1. Once removal or resignation is confirmed, the Election and Constitution Council convenes and determines replacement plan.
 - 2. Notification of senator changes will be sent to the Executive Committee and Steering Chair who will contact the affected College-wide committee or council.

ARTICLE XIII

AMENDMENTS

The approval process of amendments to the Constitution shall be:

- A. A proposal for an amendment must be reviewed by the Election and Constitution Council and submitted to the Executive Committee.
- B. A notice of amendment must be presented by the Executive Committee to all members of the Staff Senate prior to the meeting where the proposal will be discussed. The notice shall explain the proposed amendment in context.
- C. Proposed amendments shall not be voted on until at least one regular meeting after the introduction of the amendment.
- D. Amendments to the Constitution shall be ratified by two-thirds vote of the quorum of the Staff Senate.

ARTICLE XIV

ADOPTION OF CONSTITUTION

The Constitution shall be ratified by a majority vote of the ballots cast by current TCNJ staff employees in a general election process.

The College of New Jersey

Staff Senate

Bylaws

ARTICLE I

DUTIES OF THE OFFICERS

- A. The President shall:
1. Be a non-voting member of the Senate
 2. Prepare for, plan for, and preside over all meetings of the Staff Senate and Executive Committee
 3. Serve on the Committee on Planning and Priorities as designated by The College governance structure
 4. Represent the Staff Senate at major campus events, on committees, search committees and at various campus
 5. Activities as requested by various stakeholders
 6. Act as Staff Senate spokesperson in communications with the public
 7. Be responsible for oversight of the annual budget
 8. Prepare and present the annual report to the Senate and other constituencies
 9. Supervise the work of any support staff working on behalf of the Staff Senate
 10. Appoints Ad Hoc committees
 11. Appoint Senators to serve as chairs of the Senate Councils
 12. Invite the TCNJ President to one Senate meeting a year
 13. Ensures that all policies, procedures, and required actions of the Staff Senate are conducted in accordance with the Constitution and Bylaws
- B. The Vice President shall:
1. Be a voting member of the Senate only in case of a tie
 2. Convene, or appoint a designee to convene, the Helen Shaw Award Committee
 3. Succeed the President in the event that the office becomes vacant
 4. Perform the duties of the President in the absence of the President
 5. Prepare and distribute annual calendar of Staff Senate activities and procedures
 6. Be responsible for the preparation and management of the annual budget
 7. Assist in the preparation of the Annual Report
 8. Keep official attendance records and record minutes of Senate meetings
 9. Vice President shall serve as a reference for Rules of Order not otherwise addressed by Constitution and Bylaws utilizing most recent edition of Robert's Rules of Order
- C. The Council Chairs shall:
1. Lead the Senate Councils (Bylaws Article IV)
 2. Serve on the Executive Committee of the Senate

ARTICLE II

DUTIES OF STAFF SENATORS

- A. Staff Senators shall:

1. Fulfill the responsibilities of their respective appointment (i.e. college-wide committee, planning council, program council or internal Senate council).
 2. Attend all Senate meetings
 3. Make informed decisions
 4. Senators shall serve a three-year term on the Staff Senate, during which time they shall participate within the college governance or within one of the internal Senate councils.
 5. Attend orientation programs related to governance
- B. Associate Senators shall:
1. Serve on an internal Senate council (but may not be the chair)
 2. Attend Senate meetings
 3. Make informed recommendations
 4. Associate Senators do not have voting privileges and as such there is no term limit for the Associate Senator position (Associate Senators may not serve more than two consecutive years on any given committee or council – see Bylaws, Article III, H)

ARTICLE III

ELECTIONS/NOMINATIONS FOR EXECUTIVE OFFICERS, SENATORS, AND ASSOCIATE MEMBERS

- A. The Senate is constituted through two distinct yet related selection/election processes. First, the Staff Senate’s President and Vice-President are elected through a campus-wide staff election. Second, Senatorial seats which are determined to be vacant by the Election and Constitution Council are filled through a second campus-wide staff election.
- B. All Elections and appointments to the Staff Senate shall be managed by the Election and Constitution Council according to the guidelines outlined in this article.
- C. The Election and Constitution Council is responsible for administering an inclusive election process, ensuring that information about the process, timelines, candidates, and election is readily available to all members of the TCNJ staff.
- D. The timeline for election of Staff Senate President and Vice President is as follows:
1. At the start of the spring semester, the Election and Constitution Council will determine whether a Presidential or Vice Presidential election must be administered as part of the spring election process.
 2. In March, the Election and Constitution Council will send out a general announcement detailing both the anticipated Election timeline, and the anticipated position openings for the upcoming cycle.
 3. Ballot applications for the President and Vice President will be sent to current Senators immediately following the Election announcement.
 4. Campus-wide staff election of President and Vice President will be conducted and completed by the end of March.
 5. Newly-elected Presidents and/or Vice Presidents will be formally recognized at the first Staff Senate meeting following the election. They will be included in all meetings of the Executive Committee from that point forward. They will be formally sworn in to their new position at the first Staff Senate meeting of the following Fall semester.
- E. The timeline for election of Staff Senators is as follows:

1. In March, the Election and Constitution Council will send out a general announcement detailing both the anticipated Election and Appointment timeline, and the anticipated position openings for the upcoming cycle.
 2. Nominations/applications for open Senatorial Positions will be accepted for at least ten days following the election announcement. The Election and Constitution Council will determine the exact deadline each year based on TCNJ's academic, event, and governance calendars.
 3. Ballot for open Senatorial positions will be released to the campus community within one week of the Nomination / Application deadline as determined by the Election and Constitution Council.
 4. Campus-wide staff election of Senators will be completed prior to the final day of undergraduate classes for the Spring semester.
 5. Orientation for newly-elected senators will take place in August, and newly-elected senators will be sworn in during the first Staff Senate meeting of the following Fall semester
- F. Election of Staff Senate President and Vice President is as follows:
1. Eligibility criteria for election of the President and Vice President
 - All candidates must be a current, permanent non-faculty employee of The College and must have at least ten months' experience as an employee of The College at the time of application.
 - Candidates must also have 10 months of active membership as a Senator in good standing (attended a minimum of 75% of scheduled Senate meetings).
 - Appeals of the eligibility requirements noted above shall be brought to the Executive Committee in writing and in accordance with guidelines established by the Election and Constitution Council.
 2. Application - Applications for the position of Staff Senate President and Vice President will be designed and made available to all current staff Senators by the Election and Constitution Council. Completed ballot applications must be submitted for approval to the Election and Constitution Council. The Election and Constitution Council is responsible for verifying the eligibility of all applicants.
 3. Selection - The Election and Constitution Council, upon review of the Executive Officer ballot applications, shall compose and distribute to the TCNJ staff an official ballot containing names and information on all approved candidates at least nine days before a campus-wide election.
 4. Notification - Ballots will be counted under the supervision of the Election and Constitution Council, which will announce the results of the election to TCNJ staff within 48 hours of the ballot submission deadline. Ballots will be retained for 60 days following public notification of election results. Election results can only be contested within two working days of the period following announcement of election results, in accordance with a process as established by the Election and Constitution Council and approved by the Senate. In case of a tie for either the President or Vice President, the Senate shall hold a meeting and shall elect by majority vote of the quorum the next President or Vice President.
 5. Vacancies
 - President - Upon the resignation or removal of the President, the Vice-President will assume the presidency for the duration of the previous President's term of office. The Vice President will be officially sworn in as President at the Staff Senate meeting immediately following confirmation of the vacancy. If the Vice President declines to serve, the Staff Senate will solicit nominations/applications from the Staff Senate and elect the President by two-thirds vote of the quorum of the Staff Senate. The Election and Constitution Council

shall administer the election in a fair and timely manner. Candidates for President must meet the eligibility criteria as established in the Bylaws (Article III.B.1).

- Vice President - Upon the resignation or removal of the Vice President, the President shall solicit nominations/applications from the Staff Senate and appoint an interim Vice President to serve for the duration of the previous Vice President's term of office. This appointment must be confirmed by a two-thirds vote of the Staff Senate. The appointed interim Vice President must meet the eligibility criteria as established in the Bylaws, (Article III.B.1).

G. Election of Senators is as follows:

1. Eligibility criteria for election of Senators are as follows:
 - All candidates must be a current, permanent non-faculty employee of The College.
 - Appeals of the eligibility requirements noted above shall be brought to the Executive Committee in writing in accordance with guidelines established by the Election and Constitution Council.
2. Nomination/Application - The Election and Constitution Council shall solicit nominations each spring for vacant Senatorial positions. Candidates may be nominated by a colleague or may opt to nominate themselves. No staff member's name shall be listed as a possible nominee without that person's approval. The Election and Constitution Council will determine the nomination deadline each year based on TCNJ's academic, event, and governance calendars. The Election and Constitution Council is responsible for verifying the eligibility of all nominees.
3. Election Process - The Election and Constitution Council, upon review of the nominations, shall compose and distribute to the staff an official ballot containing names and information on all approved candidates. The Election and Constitution Council will determine the ballot submission deadline each year based on TCNJ's academic, event, and governance calendars.
4. Notification - The Election and Constitution Council will announce the results of the election process to TCNJ staff within one week of the ballot submission deadline.
5. Appointment Process – The Elections and Constitution Council will conduct appointments to college-wide governance committees, program councils and internal Senate councils, whenever possible Senator preferences will be solicited and honored. When necessary the Elections and Constitution Council, in conjunction with the Staff Senate Executive Committee, will solicit nominations for recommendation to planning councils. Nominations for recommendation to planning councils will be brought to the Senate for feedback and discussion.
6. Vacancies Due to Transfer or Promotion - Should a Senator be promoted or transferred to a different employment classification (e.g. unit to non-unit) during his or her term, he or she shall remain a Senator for the remainder of that academic year and then relinquish the position. The Election and Constitutional Council shall monitor all such anticipated vacancies (by notification by said senator) and include this vacancy in the annual election process.
7. Vacancies of Senators Due to Resignation or Removal - Upon the resignation or removal of a Senator outside the normal appointment cycle, the Election and Constitution Council shall contact Associate Senators. All interested Associate Senators will be placed on a ballot for vote at next Senate meeting. The elected Senator would serve for the duration of the previous Senator's term. Should none of these individuals be interested in the open position, the position will remain vacant until the next Senatorial election process.

H. Election of Associate Members is as follows:

1. The eligibility criteria for election of Associate Members are as follows:
 - All candidates must be a current, permanent non-faculty employee of The College.

- Any person not elected as a senator through the normal election process is eligible to become an Associate Member.
 - Appeals of the eligibility requirements noted above shall be brought to the Executive Committee in writing in accordance with guidelines established by the Election and Constitution Council.
2. Election Procedure
 - Any staff member interested in serving as an Associate Member may do so by filing an Associate Member Application with the Election and Constitution Council.
 - Associate Member Applications (once eligibility requirements are confirmed) are brought before the membership at the next general meeting. A 2/3 vote of the quorum of the Staff Senate is needed to vote approval of an Associate Member.
 - The Associate Member chooses what non-governance committee or council he/she wishes to serve until the next election of available Senate seats.
 3. Service Term – Associate Members cannot serve more than two consecutive years on any given council.

ARTICLE IV
RESPONSIBILITIES OF EXECUTIVE COMMITTEE AND SENATE COUNCILS

A. Executive Committee Responsibilities

This committee will consist of the President, Vice President and the Chairs of the Senate Councils. The responsibilities of the Executive Committee shall include but not be limited to: Provide leadership direction for the Staff Senate and Senate councils; delegate appropriate tasks to the Senate councils; coordinate overall senate operations inclusive of monitoring expenditures; prepare annual budget; monitor the committee and council work of the Senators; and prepare an annual Staff Senate report.

B. Senate Council Responsibilities

1. The President shall appoint a Senator to serve as Chair of each Senate Council. Each appointee must be confirmed by a majority vote of the Senate. The Chair of each Council shall be a Senator who will serve on the Executive Committee of the Senate. Senators who have not been appointed to a college-wide committee, planning council or program council are required to serve as either a chair or member of at least one internal Senate Council.
2. The general responsibilities of Senate Councils shall consist of the following:
 - Each Council shall be responsible for addressing issues delegated by the Executive Committee or Senate.
 - Councils shall establish annual goals and objectives subject to Senate approval.
 - Council functions shall adhere to the guidelines of the Senate Constitution.
 - Councils shall not act independently of the Senate
 - The Chair of each Council shall submit an annual report to the Executive Committee.
 - The Chair of each Council shall submit minutes to the President within seven working days.
 - Each Council shall assess campus events within the scope of their charge to determine impact on staff and provide suggestions to the Executive Committee.

C. The respective responsibilities of each of the Councils shall include but not be limited to:

1. **COMMUNICATIONS & PUBLIC RELATIONS:** Foster and enhance communication between the Staff Senate, the staff and campus community; be responsible for coordination of publications through newsletters, Web Page, brochures and presentations; develop an educational campaign

that promotes/markets the Staff Senate to the campus community and, in particular, to the college staff.

2. **STAFF DEVELOPMENT & RECOGNITION:** Provide an orientation on The College's Governance Structure for all new Senators; provide a formal orientation and training program for all new Senators to prepare them to fulfill their assigned responsibilities, provide in-service staff development workshops and seminars open to all staff; coordinate and develop an annual staff recognition program; explore opportunities for staff to build strong and productive relationships with the campus community.
3. **SPECIAL EVENTS & COMMUNITY BUILDING:** Organize events that will build a sense of community among the TCNJ staff; create opportunities for staff volunteers to engage in community service; host forums and activities that will provide staff an opportunity to discuss issues of concern with the Staff Senate.
4. **ELECTION & CONSTITUTION:** Develop election and nomination procedures for approval by the Senate; manage the election and appointment process for the positions of Senate President, Vice President, Senators; monitor all staff senate vacancies; review the Staff Senate Constitution and Bylaws on an annual basis and recommend revisions and/or amendments. The chair of this Council shall be responsible for ensuring that all business conducted at Staff Senate meetings complies with the Constitution and Bylaws and the most recent edition of Robert's Rules of Order.

ARTICLE V

MEETINGS

- A. The Staff Senate shall meet every third Wednesday of the month in accordance with the College's official academic calendar year.
- B. The Quorum for all Senate meeting shall be 50% plus one of all Senate seats.
- C. Special meetings may be called at the discretion of the Executive Committee.
- D. A majority of the Senate may compel the President in writing to convene a special meeting of the Senate. Members of the Senate must receive official notification of the meeting at least three working days prior to said meetings.
- E. All meetings of the Senate shall be open to any member of the campus community.
- F. The Senate may go into closed session at the discretion of the President or by approval of two-thirds of the members present.

ARTICLE VI

PARLIAMENTARY PROCEDURES

All business conducted by the Staff Senate that is not specifically addressed by the Staff Senate Constitution and Bylaws shall be conducted according to the most recent edition of Roberts's Rules of Order.

ARTICLE VII

AMENDMENTS

Bylaws will be amended in the same manner as amendments to the Constitution.

GOVERNANCE STRUCTURE AND PROCESSES (2017)

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

I. OVERVIEW

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

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

Policy: A guide based upon the mission and guiding statements of the institution, which influences the making of individual and collective decisions, and is put into practice by the necessary procedures.

Procedure: A listing of steps, rules, or regulations intended to implement a policy in a manner consistent with the spirit of that policy.

Program: Academic programs (e.g., degree programs, concentrations, minors, certificates) and other major initiatives involving any organization on campus.

Planning: The process of identifying and mapping out the strategic priorities and initiatives for the College.

These recommendations are generated through a structure of committees and councils. All stakeholder groups—faculty, staff, and students—have the opportunity to provide input into the process through representation on these bodies, as well as through testimony including that from their representative bodies: the Student Government (or the Graduate Studies Council for graduate student members), the

Staff Senate, and the Faculty Senate. The structure is intended to support the president and other cabinet members by providing an organized forum for all stakeholder groups to become informed about issues and to influence the decision-making process.

II. BASIC PRINCIPLES

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

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

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

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

III. THE STRUCTURE OF THE GOVERNANCE SYSTEM

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

Executive Committees

The two Executive Committees—the Steering Committee and the Committee on Strategic Planning and Priorities (CSPP)—provide oversight to the four specified areas for which Governance makes recommendations. The **Steering Committee** oversees work related to policies, procedures, and programs. The **Committee on Strategic Planning and Priorities** oversees work related to planning.

Standing Committees

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

Councils

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

a recommendation to a standing committee other than its oversight committee where appropriate.

Membership of Committees and Councils

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

Unless otherwise specified, stakeholder groups responsible for appointing committee members will choose both nomination and election procedures to determine membership. Appointing procedures followed by stakeholder groups should be well documented within each stakeholder group, and those procedures must be fair and equitable to all qualified members. The elected Faculty Senate appoints faculty representatives. The elected Student Government appoints undergraduate student members; the Office of Graduate and Advancing Education, on behalf of the Graduate Studies Council, identifies and appoints graduate student members. The elected Staff Senate appoints staff members, and the president or appropriate cabinet member (often the provost) appoints administrative representatives and some designated staff.

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

Leadership of Committees and Councils

Committees and councils elect leaders from among their membership. Executive committees are co-chaired by the provost and a faculty member elected by the committee. Committees and councils whose work is primarily concerned with faculty or curricular issues, namely CFA, CAP, GSC, HSC, LLC, and TLC, should also be chaired by an elected faculty member. All other committees and councils are chaired by an elected faculty or staff member chosen from among the Senate-appointed faculty and staff members.¹ Elections should take place at the first meeting of the academic year. It is important to ensure that

¹ Steering recommends that the Signature Experience Coordinating Council be chaired by the Associate Provost for Curriculum and Liberal Learning.

committees select their own leadership, and as such chairs and vice-chairs should not be elected by outgoing committee or council members.

Convening Meetings

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

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

Reporting

All Executive Committees, Standing Committees, and Councils are required to report their work to the campus community at regular intervals. This reporting should take the following forms:

1. The keeping of action minutes for all meetings. These should be submitted to Steering and the chair of the committee to which the committee or council reports within 7 days of approval. These will be filed and made available for public view on the Governance website.
2. Regular communication between committees and the committees or councils that report to them. Each of the Executive Committees and Standing Committees should ensure that the chairs of the committees that report to them should attend one meeting per semester to report on their activities.
3. Completion of an end-of-the-year summary. This should summarize the work of the committee or council for the year, as well as any issues that have been tabled or are on-going. These should be sent to Steering and the chair of the committee to which the committee or council reports by June 30.

The Role of the Stakeholder Representative Bodies

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

1. Forwarding issues to Steering and/or CSPP on behalf of their constituents

As the representative groups for their stakeholders, the Faculty and Staff Senates and Student Government assembly may forward requests to one of the Executive Committees to address issues that involve policy, procedure, programs, or planning. The Executive Committees will determine if governance review is appropriate.

2. Placing representatives on Committees and Councils

The stakeholder representative bodies are responsible for placing their constituents in the appropriate seats on Executive Committees, Standing Committees, and Councils. They should choose these representatives in a way that is appropriate with their by-laws, and in a way that ensures fairness and transparency.

3. Providing testimony on issues that are moving through the Governance Process

The stakeholder representative bodies are responsible for providing feedback on issues moving through the Governance Process. This may take the form of assisting a committee or council with the gathering of preliminary data, responding to surveys or email requests sent out by these committees, and/or organizing public testimony at their meetings on the request of the committee. For issues assigned to Tier 3 testimony (see page 24 for a definition of Testimony Tiers), the representative bodies may, at their discretion, send a formal response to the committee that will become a part of the official testimony for the charge. The representative bodies may also request that a testimony tier be changed, or that a preliminary recommendation be brought for public testimony a second time if substantial revisions are necessary.

IV. COMMUNICATION

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

Moreover, it is incumbent upon a structure of shared governance to include processes by which the work of governance is communicated to the college community. Such

communication increases transparency, encourages participation and develops ownership of the governance process. The campus community must be educated as to the place of collegial governance in the pursuit of the mission of an academic institution. More particularly, the community must be made aware of opportunities to serve on governance committees and councils, opportunities to provide input into the deliberation of governance issues, and the development of and changes to policies that are the product of governance.

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

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

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

V. COMMITTEES AND COUNCILS – CHARGES AND MEMBERSHIP LISTS

Executive Committees

A. Steering Committee

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

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

Meets: 1st and 3rd Wednesdays from 1:30-2:50pm

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

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

B. Committee on Strategic Planning and Priorities (CSPP)

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

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

3. CSPP evaluates proposals for new and revised initiatives and procedures that emanate from College governance, major institutional planning areas, and institutional task forces. The Committee considers these proposals in terms of the College's Mission, Vision, and Values statements, as well as the strategic priorities and goals of the College's strategic plan. For example, when requests for feedback on new proposals emerge from the normal governance process, CSPP takes the initiative to consider the proposals in terms of the College's Mission, Vision, and Values statements, as well as with the strategic priorities and goals of the College's strategic plan in mind. CSPP determines whether to draft and share a formal document that summarizes its evaluation with relevant stakeholders.

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

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

Meets: 2nd and 4th Wednesdays from 1:30-2:50pm

Oversees: BFPC, CDC, SECC (for planning issues), and all their reporting councils

Membership: 16 total members: 6 faculty including the President of the Faculty Senate; the Provost, the Treasurer, the VP for Student Affairs or designee, and 1 additional Cabinet member; 3 staff members including the President of the Staff Senate; and 3 students including the President and Executive Vice President of Student Government and a graduate student. If no graduate student is able

to serve, the third student will be an additional elected representative from Student Government.

Standing Committees

A. Committee on Academic Programs (CAP)

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

Meets: 2nd and 4th Wednesdays from 1:30 -2:50pm

Reports to: Steering Committee

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

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

B. Committee on Faculty Affairs (CFA)

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

Meets: 2nd and 4th Wednesdays from 1:30 -2:50pm
Reports to: Steering Committee
Oversees: College Promotions and Tenure Committee
Sabbaticals Council
Support of Scholarly Activities Council
Teaching and Learning Council (together with CAP)

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

C. Committee on Student and Campus Community (CSCC)

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

Meets: 2nd and 4th Wednesdays from 1:30 -2:50pm
Reports to: Steering Committee
Oversees: Athletics Advisory Council

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

Other Committees and Councils

A. Athletics Advisory Council (AAC)

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

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

Reports to: CSCC

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

B. Budget and Finance Planning Council (BFPC)

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

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

Reports to: CSPP

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

C. Campus Diversity Council (CDC)

The CDC furthers the development of TCNJ's commitment to diversity and inclusiveness. It provides advice regarding planning and makes recommendations concerning the development of policies, procedures, and programs relating to issues of diversity and inclusion. These include the following areas: campus climate, curriculum development, faculty and staff recruitment, programming, and student recruitment and retention.

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed
Reports to: CSPP

Membership: 12 total members: The Chief Diversity Officer, the Director of the Educational Opportunity Fund, one Academic Dean, 4 faculty, 3 staff (one from Student Affairs), 2 students. The Faculty and Staff Senates and Student Government should consult with the Chief Diversity Officer before appointing committee members.

D. College Promotions and Tenure Committee (CPTC)

The CPTC is responsible for evaluating each applicant on the basis of the criteria, standards, and qualifications contained in the Board of Trustees approved TCNJ Promotions and Reappointment Document and makes recommendations to the provost concerning those candidates who clearly warrant such promotion. CPTC also makes recommendations to the Committee on Faculty Affairs concerning changes in tenure and promotion policy and procedures.

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

Reports to: CFA

Membership: See the TCNJ Promotion and Reappointment Document for nomination and election of committee membership, operating procedures, and other information.

E. Community Engaged Learning Council (CELC)

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

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed
Reports to: SECC and CAP

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

F. Cultural and Intellectual Community Council (CICC)

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

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

Reports to: CAP

Membership: 9 total members: 4 faculty, 2 staff, 2 students, Summer Reading

Faculty Fellow

G. Facilities and Construction Planning Council (FCPC)

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

Meets: 2nd Wednesdays from 3:00-4:00pm

Reports to: CSPP

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

H. Global Engagement Council (GEC)

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

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

Reports to: SECC and CAP

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

I. Graduate Studies Council (GSC)

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

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

Reports to: CAP

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

J. Honors and Scholars Council (HSC)

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

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

Reports to: CAP

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

K. Liberal Learning Council (LLC)

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

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

Reports to: CAP

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

L. Mentored Research and Internships Council (MRIC)

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

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

Reports to: SECC and CAP

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

M. Sabbaticals Council

The Sabbaticals Council makes recommendations to the Committee on Faculty

Affairs concerning institutional support for sabbatical leave. The Sabbaticals Council is also responsible for evaluating proposals for sabbatical leave on the basis of established

criteria and standards and for issuing a report of recommended and non-recommended proposals to the provost for action.

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

Reports to: Provost and CFA

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

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

N. Self-Designed Major Council (SDMC)

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

Meets: 2nd Wednesdays from 3:00-4:20pm, as needed

Reports to: CAP

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

O. Signature Experience Coordinating Council (SECC)

SECC is the oversight council for TCNJ's five Signature Experiences, working with its reporting councils (Community Engaged Learning, Global Engagement, and Mentored Research and Internships) to plan, develop, and coordinate the

Signature Experiences across campus. For planning issues, the SECC reports to CSPP. However, if the SECC develops an issue that requires a new policy, procedure, or program, it will forward this issue to Steering, requesting that a charge be issued to the appropriate standing committee.

Meets: 2nd Wednesday from 1:30-2:50pm

Reports to: CSPP and Steering

Oversees: Community Engaged Learning Council
Global Engagement Council

Mentored Research and Internships Council

Membership: 13 total members: 3 elected chairs of CELC, GEC, and MRIC, One

Academic Dean, Associate Provost for Curriculum and Liberal Learning or designee, Executive Director of Global Engagement, Executive Director of the Center for Community Engaged

Learning and Research, Director of Faculty-Student Scholarly and Creative Activity, Associate Provost for Institutional

Effectiveness, Assistant Vice President for Student Engagement, Director of Leadership Development, 2 students chosen by SG from among the students appointed to CELC, GEC, and MRIC

P. Support of Scholarly Activities Council (SOSA)

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

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

Reports to: CFA

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

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

Q. Teacher Education Council (TEC)

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

Meets: 2nd Wednesdays from 3:00-4:20pm

Reports to: CAP

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

R. Teaching and Learning Council (TLC)

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

Meets: 1st Wednesdays from 1:30-2:50pm, 3rd Wednesdays if needed

Reports to: CFA and CAP

Membership: 10 total members: 4 faculty (1 from Library, 1 from a program, with graduate students), 2 staff, 2 students, Director of the Center for Teaching and Learning, Director of Instructional Design

VI. AD HOC COMMITTEES

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

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

VII. MEETING SCHEDULE

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

VIII. ATTENDANCE

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

IX. THE GOVERNANCE PROCESS (for Policy, Programs, and Procedures)

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

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

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

Step 1 – Steering issues a charge

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

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

Copies of all charges will be cc'd to the presidents of the three representative bodies. This will notify them that Governance is undertaking a new charge. It will also give them the opportunity to request that the testimony tier (see page 24) of the charge be changed. If such a request is made, it must be made within one week of receiving the charge.

Step 2 - Governance prepares a Preliminary Recommendation

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

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

Step 3 – The Relevant Stakeholders provide Testimony

Once a preliminary recommendation has been completed, the standing committee or council should seek testimony from the campus community. The

testimony should be gathered in accordance with the Testimony Tier (see page 24) assigned to the issue by Steering.

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

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

Step 4 – Governance prepares a Final Recommendation

Once the standing committee or council has received appropriate testimony, it should revise the preliminary recommendation into a final recommendation. Once the final recommendation is complete, the standing committee or council should use sound judgment to determine whether or not more public testimony is required. If, in its feedback to the original preliminary recommendation, a stakeholder representative body requests to review an issue again, the committee or council is bound to bring it back to that body. If a full calendar year has passed since the formal announcement of the preliminary recommendation, the committee must resubmit a preliminary recommendation to the campus community.

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

Step 5 – Steering considers the Final Recommendation

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

recommendation is sound, it should approve the final recommendation and forward it to the provost.

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

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

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

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

Step 7 – Steering notifies the Campus Community

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

Special Cases

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

Testimony Tiers

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

Tier 1 – The issue requires minimal testimony from the campus community. The assigned council or committee should consult with relevant stakeholders before preparing the final recommendation, but there is no need for surveys or open fora.

Examples: creation of a new minor, minor tweaks to existing policies.

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

Examples: revisions to policy and procedures that relate to non-controversial issues.

Tier 3 – The issue requires a high degree of testimony from the campus community. The assigned council or committee should consult with relevant individuals and groups in developing a preliminary recommendation. The completed preliminary recommendation should then be made available to the relevant stakeholder groups. Testimony should be solicited in the form of both written and oral feedback, as well as approval by the appropriate representative bodies.

Written feedback should take the form of a survey and/or email feedback. Oral feedback should take the form of public testimony at a meeting of the appropriate representative body or bodies (as identified by Steering). These meetings should be open to the general public, and publicized so that individuals not represented by that group but interested in the issue may attend. Following that meeting, the representative body may, at its discretion, issue a formal response to the preliminary recommendation, which should be sent to the relevant council or committee as well as Steering. On the completion of a final recommendation, this response should accompany the final recommendation to Steering, and it should be considered as part of Steering's final review.

Examples: significant new policies or substantial changes to existing policies.

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

X. GOVERNANCE RESOLUTION

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

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

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

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

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

XI. THE PLANNING PROCESS

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

Step one: Identifying and reporting the planning issue.

When CSPP identifies or receives information of a planning issue, it will inform the presidents of the representative bodies and post notice of impending action on the issue on

the planning website. The notice should contain a description of the goals and expected results of the planning process, identify the planning body involved, offer a provisional timeline for the final plan, and describe how interested parties can offer preliminary input. In all cases, preliminary input can be sent via email or campus mail to the co-chairs of CSPP.

Step two: Preparing a preliminary plan.

CSPP assesses the issue brought forth, surveys preliminary public input and collects other data as needed. CSPP may request quantitative data from the Center for Institutional Effectiveness (CIE). Using all available information, CSPP will revise the relevant plan to address the underlying problem identified in the previous stage. The plan should include a means of assessing the proposed change, as well as a timeline for assessment. The planning unit should be cognizant of how such changes will affect other units' plans.

Step three: Soliciting public input.

Once CSPP has a revised plan, it must offer it for public input. A draft of the revised plan will be posted on the planning website and a campus-wide email should notify all students, staff and faculty about such a posting. CSPP can invite testimony during its regularly-scheduled meetings. In addition, CSPP will make every effort to identify affected parties and by email solicit the view of their representative. For issues that garner campus-wide attention or significant controversy, the CSPP will have a campus-wide forum at a time or times that allow substantial public access.

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

Step four: Creating a final plan.

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

CSPP reviews the final plan to make sure it followed the process above and that the plan is consistent with other strategic plans on campus and with the College's Mission. If CSPP feels that additional and substantial revisions are necessary, it posts these on the planning website, informs the campus community and begins a process of public input. If CSPP is

satisfied with the substance and process of the final plan, it sends it to the president for consideration.

XII. SCHOOL-BASED STRATEGIC PLANNING

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

XIII. GOVERNANCE SYSTEM REVIEW

Because governance is an ongoing process, it is important that the College’s governance processes be regularly reviewed and adjusted. The Steering Committee is the body responsible for overseeing the Governance System and reviewing the Governance Document on a periodic basis. This review should take place as needed, but not less frequently than every ten years. The stakeholder representative groups may request to Steering that a review of part or all of Governance be undertaken earlier than the scheduled interval.

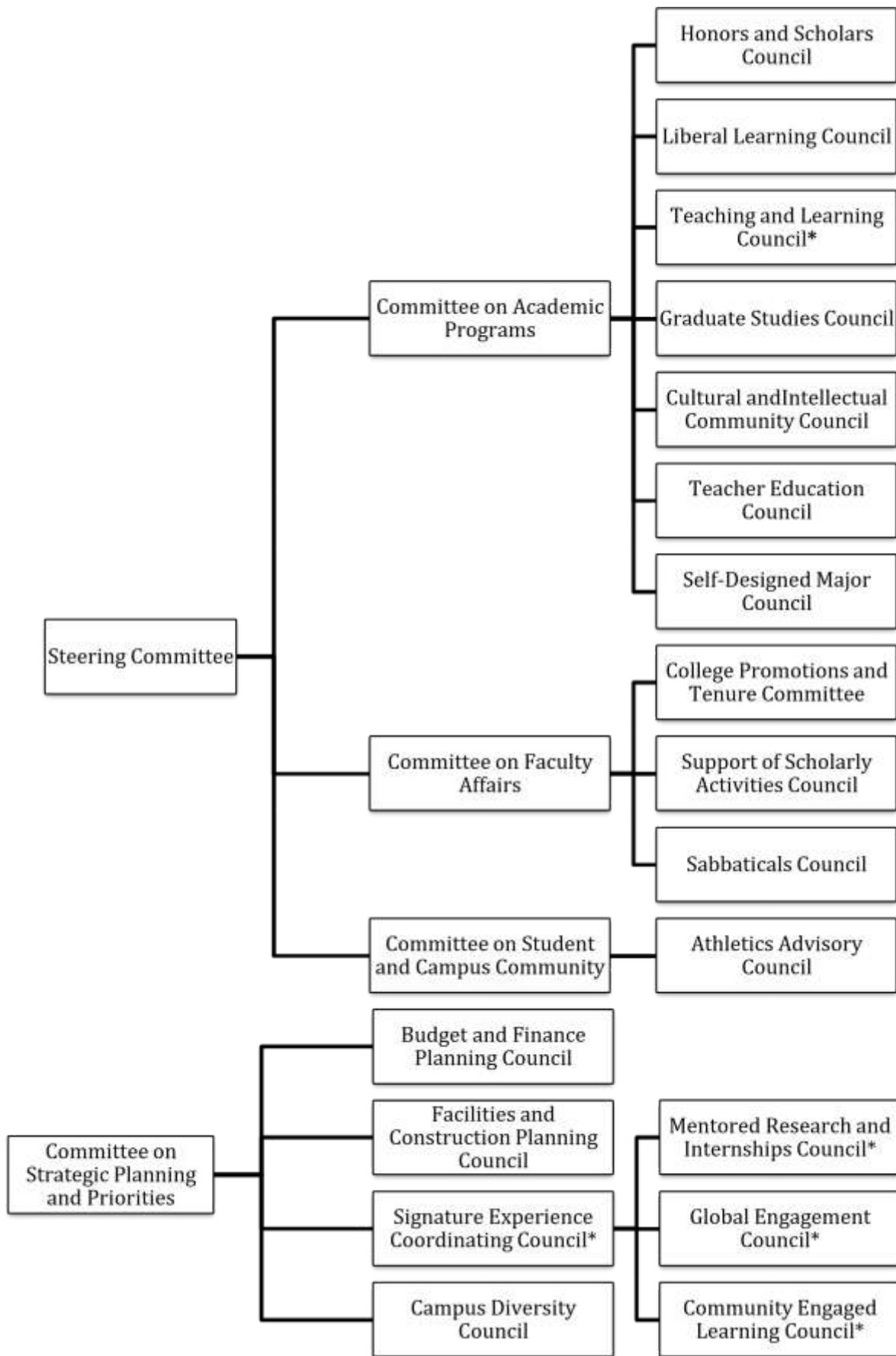
Appendix I: Schedule for Wednesday Meetings

	1 st (except September)	2 nd	3 rd (except March, some Novembers)	4 th (except some Novembers)
12 – 1:20	Senates	Departments	Senates	Campuswide events

1:30-2:50	Steering with reps Councils	CSPP Committees SECC Ad hoc task forces	Steering Councils (only if needed)	CSPP Committees Ad hoc task forces
3:00 – 3:50	Schools	Interdisciplinary TEC SDMC BFPC FCPC	AFT	Departments
4:00 – 4:50	Academic Leaders	Extended Interdisciplinary, TEC, SDMC, BFPC, TEC, FCPC, if needed	Extended AFT if needed	BFPC if needed

Notes:

1. SG meetings weekly at 3pm



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

Index of Abbreviations

AAC: Athletics Advisory Council

BFPC: Budget and Finance Planning Council

CAP: Committee on Academic Programs

CDC: Campus Diversity Council

CELC: Community Engaged Learning Council

CFA: Committee on Faculty Affairs

CICC: Cultural and Intellectual Community Council

CPTC: College Promotions and Tenure Committee

CSCC: Committee on Student and Campus Community

CSPP: Committee on Strategic Planning and Priorities

FCPC: Facilities and Construction Planning Council

GEC: Global Engagement Council

GSC: Graduate Studies Council

HSC: Honors and Scholars Council

LLC: Liberal Learning Council

MRIC: Mentored Research and Internships Council

SDMC: Self-Designed Major Council

SECC: Signature Experience Coordinating Council

SG: Student Government

SOSA: Support of Scholarly Activities Council

TEC: Teacher Education Council

TLC: Teaching and Learning Council

Wednesday Afternoon Meeting Schedule

	1st Wednesday	2nd Wednesday	3rd Wednesday	4th Wednesday	5th Wednesday
12:00 - 1:20	Senates	Departments	Senates	Campuswide events	Open
1:30 - 2:50	Steering with reps, and Councils	Committees CSPP SECC Ad hoc task forces	Steering Councils (only if needed)	CSPP Committees Ad hoc task forces	Open
3:00 - 3:50	Schools	Interdisciplinary TEC SDMC BFPC FCPC	AFT	Departments	Open
4:00 - 4:50	Academic Leaders	Extended Interdisciplinary TEC, SDMC, BFPC, TEC, FCPC, if needed	Extended AFT (<i>as needed</i>)	BFPC if needed	Open