

II. Governance of the University

The University is owned and sponsored by the School Sisters of Notre Dame, Central Pacific Province, Inc., a religious congregation of the Roman Catholic Church, and consistent with the congregation's apostolate, exists to serve academic, religious, and cultural needs of its students and those of the larger civic community, regardless of race, color, creed, handicap, or national origin in compliance with all federal and state laws, rules and regulations pertaining thereto. It has been organized, governed, and operated by the Congregation whose leadership constitutes the membership of the Corporate Board of this University. The primary interest of the University is the maintenance of the highest educational standards for youth and adults.

Corporate Board

Membership

1. The Provincial Leader of the Central Pacific Province of the School Sisters of Notre Dame shall serve as an *ex officio* member of the Corporate Board as long as she remains Provincial Leader and shall serve as chair of the Corporate Board. Thereafter, her successors shall serve in such capacity. The chair shall have authority to effectively direct the activities of the Corporate Board, including the appointment of any committees deemed necessary.
2. Three or four Sisters who are members of the Provincial Council of the Central Pacific Province shall be appointed to serve as members of the Corporate Board, concurrent with their status as members of the Provincial Council. If any member shall cease for any reason to be a member of the Provincial Council of the Central Pacific Province, she shall cease to be a member of the Corporate Board.
3. Additional Members of the Corporate Board, who are other members of the Congregation, are elected on a staggered basis to serve a three-year term with no more than three consecutive terms. These members shall be elected by the majority vote of the Corporate Board and shall consist of no fewer than three and not more than four persons. Any additional member who has served three consecutive terms may be re-elected after one year has lapsed prior to her re-election. It is preferable that such additional members have experience in higher education.

Regular Meetings of the Corporate Board shall be on such date and at such place and time as is determined by the Chair of the Corporate Board in accordance with the notice requirement. Special meetings of the Corporate Board may be called by the Chair of the Corporate Board or by the written request of at least three members of the Corporate Board on such date and at such place and time as is determined by the Chair of the Corporate Board.

Powers Reserved to the Corporate Board

The following powers and responsibilities are reserved exclusively to the Corporate Board:

1. To identify the Mission of the University, ensure that it is in harmony with the Mission of the School Sisters of Notre Dame, and to monitor its effectiveness;

2. To amend, restate or modify the Articles of Incorporation and the Bylaws of the University, upon the recommendation of the Trustees;
3. To approve any acquisition, purchase, sale, mortgage, lease, transfer or encumbrance of any interest in real property by or capital expenditure for the University that exceeds \$1,000,000, or such other amount that may be established by the Members from time to time;
4. To approve the purchase of all lands and buildings for the University and the construction of new buildings and/or major renovations of existing buildings in excess of \$1,000,000;
5. To approve the acquisition, creation, consolidation, merger or dissolution of the University, or any subsidiary corporation, or the participation of the University in any partnership or joint venture;
6. To dissolve or terminate the existence of the University and to approve and determine the distribution of all assets upon such dissolution or termination;
7. To approve aggregate borrowing of the University for any single purpose in excess of \$1,000,000;
8. To approve the acceptance of any gift made to the University, except for gifts of cash, marketable securities or personal property that do not impose any material conditions on the University in relation to acceptance;
9. To establish a Board of Trustees for the University and to assess its effectiveness;
10. To appoint Trustees and to provide for replacement or removal of Trustees;
11. To approve the appointment or removal of the President of the University upon recommendation of the Board of Trustees, and to appoint one School Sister of Notre Dame to any nominating or selection committee for the appointment of the President of the University; and
12. To exercise such other powers as may be reserved to the Corporate Board of the University in the Articles of Incorporation, Bylaws and Wisconsin Statutes.

Board of Trustees

Membership

The Board of Trustees shall consist of no fewer than three persons and no more than thirty-five persons, including the following:

1. The Provincial Leader, or her designee, of the Central Pacific Province of the School Sisters of Notre Dame, who shall serve in a non-voting, *ex officio* capacity as long as she remains the Provincial Leader. The Provincial Leader, or her designee, may designate another member of the Provincial Council to attend any meeting of the Board in her stead; however, such person appointed shall function in an *ex officio*, non-voting capacity;

2. A minimum of two voting Trustees shall be School Sisters of Notre Dame who are not members of the Corporate Board or active employees of the University.
3. The remaining Trustees shall be appointed by the Corporate Board upon recommendation of the full Board of Trustees. Each Trustee (excluding *ex officio*, non-voting Trustees) shall be appointed for a three-year term, and may be reappointed for no more than two additional three-year terms. A full year must elapse following the completion of three consecutive terms of three years before a Trustee is eligible for reappointment to the Board. Trustees appointed to fulfill an unfulfilled term may serve two subsequent terms

The Board, upon the recommendation of the Executive Committee, may nominate certain individuals to the position of Trustee Emeritus in recognition of one's extraordinary service to the University as a Trustee. The Corporate Board shall determine, by majority vote, whether to appoint an individual as Trustee Emeritus. A Trustee Emeritus shall be entitled to attend the annual and regular meetings, but shall not be eligible to vote. Emeritus Trustees, at the request of the Chair, shall be entitled to serve in an advisory capacity.

The Annual Meeting of the Trustees shall be held in the fall of each year. The Board of Trustees shall hold a minimum of three regular meetings each academic year, inclusive of the Annual Meeting. Special meetings of the Board of Trustees may be called at any time by the Chairperson, upon the written request of the President of the University, or upon the written request of any five Trustees. In extraordinary circumstances, the Board may take action without a meeting by means of a written consent resolution, as outlined in the Bylaws.

Powers Reserved to the Trustees

The Corporate Board delegates to the Trustees all powers and responsibilities necessary for the successful and efficient operation of the University, in accord with the University's Mission Statement, the guidelines and directives of the Corporate Board, and the policies of the Board of Trustees. The duties and responsibilities shall include the following:

1. Maintain the viability and integrity of the University in fulfilling the distinctive purpose for which it was established;
2. Take and maintain a proactive role in assisting the President and the Development Office in assuring the success of the University's fund raising programs;
3. Maintain the academic and financial well-being of the University, while recognizing that the University's administration and faculty are in the best position to develop and implement the daily academic, administrative and operational policies and procedures of the University, and recommend matters of concern to the Board;
4. Monitor the effectiveness of the University in fulfilling its stated Mission;
5. Approve, monitor and support long range planning which strengthens and improves the academic programs, student needs, and physical facilities;
6. Approve and support the functions of the University; approve the initiation or discontinuation of academic degree programs; and provide ongoing review of degree and non-degree program activity;

7. Recommends the appointment or removal of the President to the Corporate Board, and, if necessary, recommend the appointment of an Acting President during an absence or vacancy; delegate the administration of the University to the President; assess the performance of the President; and support the President in the implementation of approved plans and policies;
8. Make the final decision regarding the award of faculty tenure or promotion in faculty rank;
9. Authorize the granting of earned academic degrees upon the recommendation of the University's faculty and administration; authorize the award of honorary degrees upon the recommendation of the President;
10. Approve an annual budget; review recommendations of the Finance Committee regarding fiscal policies; ensure adequate financial management and provision of financial resources; authorize the President and other officers of the University who may sign financial documents and engage in transactions on behalf of the University; review and accept an annual financial audit; authorize the construction of buildings, major building renovations, building or land rental, subject to the approval of the Corporate Board, to the extent required by the Bylaws;
11. Authorize any changes in tuition of the University;
12. Create, review and approve major fund raising, development, endowment and fund investment plans;
13. Assess the effectiveness of the Board and individual Trustee's performance;
14. Recommend to the Corporate Board the appointment and/or reappointment of Trustees;
15. Recommend to the Corporate Board changes in the Bylaws that relate to the Trustees;
16. Establish an Executive Committee and additional committees as necessary to implement the Trustees' duties and responsibilities;
17. Elect or remove officers of the Board of Trustees;
18. Perform other such acts as may be reasonably required to carry out these powers and fulfill these responsibilities.

Board Committees

The Board of Trustees shall create such standing and special committees as it deems appropriate for the discharge of Board responsibilities and the proper operations of the University. Each committee shall have such authority as is granted by the Board of Trustees. There shall be the following Standing Committees:

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| • Executive | • Committee on Trustees |
| • Academic and Student Affairs | • Enrollment and Marketing |
| • Advancement | • Finance |
| • Audit | • Investment |
| • Building and Grounds | |

Each committee shall have a written statement of purpose and primary responsibilities, as approved by the Board of Trustees, and such rules or procedure of policy guidelines as the committee of the Board approves. Each committee shall have an Officer of the University or a member of the University's administrative staff, as designated by the President of the University, to assist with its work. The Board of Trustees shall approve one member of the Faculty Assembly, recommended by the President, to serve in an *ex officio*, non-voting capacity on all Standing Committees, with the exception of the Executive and Audit Committees. The Chair of the Board shall appoint a Trustee member of each committee to serve as Committee Chair.

The purpose of each Committee is to advise and make recommendations to the Board of Trustees Executive Committee and/or Administration for the improvement of the University; to assist in the articulation, communication and achievement of the University's goals and objectives; and to advise on its evaluation for the enhancement of University life. The Committees also shall be responsible to evaluate recommendations of the University's staff, monitor key activities and submit recommendations to the Board, Executive Committee and Administration.

Executive Committee. The Executive Committee shall be comprised of no fewer than three Trustees. Members of the Executive Committee shall include the Chairperson of the Board, Vice-Chairperson of the Board, President of the University, Provincial Leader, Secretary and Treasurer of the Board, as well as the Chairs of all Standing Committees. The Executive Committee shall, in general, be responsible to:

- Represent the Board of Trustees between scheduled meetings and take action in special situations that may arise regarding the affairs of the University, provided that no action taken by the Executive Committee shall conflict in any way with the policies established by the Board of Trustees, and provided further that all actions of the Executive Committee shall be subject to either advance authorization of or the subsequent approval of the full Board, or, where necessary, the approval of the Corporate Board;

Academic and Student Affairs Committee. The Academic and Student Affairs Committee shall be comprised of no fewer than three Trustees, and shall meet monthly or as often as necessary to accomplish its work. The Chairperson of the Board shall serve as a voting, *ex officio* member. The Vice President for Academic and Student Affairs, Chair of the Faculty Assembly and President of Student Government, or her/his designee, shall serve in a non-voting, *ex officio* capacity. The Chair of the Faculty Assembly is eligible to serve for the length of one's appointment as Chair of the Faculty Assembly. The President of Student Government is eligible to serve one (1) year and may be appointed for a second one-year term. All non-voting, *ex officio* members are held to the same standards of confidentiality as voting members of the Committee. The Academic and Student Affairs Committee shall, in general, be responsible to:

- Address the academic and student life programming within the University, including monitoring, evaluating, and reviewing policies relative to program planning, new academic programs, academic quality, budget, admission criteria, faculty promotion and tenure, honorary degrees, student services and student due process.

Advancement Committee. The Advancement Committee shall be comprised of no fewer than three Trustees, and shall meet monthly or as often as necessary to accomplish its work. The Chairperson of the Board shall serve as a voting, *ex officio* member. The Vice President for External Relations shall serve in a non-voting, *ex officio* capacity. The External Relations Committee shall, in general, be responsible to:

- Collaborate with the President of the University and other University officers to develop and implement programs to raise money for the support of the University and assist in the implementation of programs necessary to realize development goals in the areas of annual support, capital support, endowment support, planned giving, identification of available grants, and identification of new development resources for the University.

Audit Committee. The Audit Committee shall be comprised of no fewer than three Trustees. The Chairperson of the Board, the Treasurer of the Corporation, and an individual to be appointed by the Corporate Board shall serve as voting, *ex officio* members. The Vice President for Finance and Administration shall serve in a non-voting, *ex officio* capacity. The Audit Committee shall, in general, be responsible to:

- Review the findings of any examinations conducted by regulatory agencies, as well as the reports of the University's external auditor, and be prepared to communicate these findings to the full Board of Trustees on at least an annual basis; ensure that appropriate accounting policies and controls are maintained, and that the University issues timely financial statements and reports; and review the qualifications and performance of the external auditor and recommend to the Board of Trustees the final approval of the appointment or discharge of the auditor;

Buildings and Grounds Committee. The Buildings and Grounds Committee shall be comprised of no fewer than three Trustees, and shall meet monthly or as often as necessary to accomplish its work. The Chairperson of the Board shall serve as a voting, *ex officio* member. The Vice President for Finance and Administration and the Director of Buildings and Grounds shall serve in a non-voting, *ex officio* capacity. The Buildings and Grounds Committee shall, in general, be responsible to:

- Address those areas which pertain to the integrity of the physical plant and campus environment of the University, including buildings and grounds, construction, space planning, budget, and selection of consultation.

Committee on Trustees. The Committee on Trustees shall be comprised of no fewer than three Trustees, and shall meet monthly or as often as necessary to accomplish its work. The Chair of the Board shall serve as a voting, *ex officio* member. The Provincial Leader and the President of the University shall serve in a non-voting, *ex officio* capacity. The Committee on Trustees shall, in general, be responsible to:

- Address the continual growth and development of the Board of Trustees by assessing criteria related to Board membership, identification and recommendation of potential Board members, recommendation of officers of the Board, development of Board orientation and ongoing education, and Board self-assessment.

Enrollment and Marketing Committee. (membership and responsibilities under development)

Finance Committee. The Finance Committee shall be comprised of no fewer than three Trustees, and shall meet monthly or as often as necessary to accomplish its work. The Chairperson of the Board shall serve as a voting, *ex officio* member. The Vice President of Finance and Administration shall serve in a non-voting, *ex officio* capacity. The Finance Committee shall, in general, be responsible to:

- Oversee, in collaboration with the President of the University, the fiscal management of the University, including the establishment of the University's annual budget, authorization of changes in tuition, the ways and means of securing income for the University, and the review and approval of long-range financial planning.

Investment Committee. The Committee shall consist of a minimum of seven members but no more than ten and be comprised of a least three Board members, the President of Mount Mary University, and the Vice President of Finance and Administration of the University. Non-voting members shall consist of a faculty member appointed by the Faculty Assembly and a School Sister of Notre Dame, who may also fulfill the role of faculty member, appointed by the Corporate Board. The Investment Committee shall, in general, be responsible to:

- Assume the responsibility for the development of a sound investment policy, the selection of investment counsel, and monitor and plan for investment fund growth.

President of the University

The President shall be responsible for the operation and management of all the activities of the University in accordance with its Mission, the guidelines and policies of the University, the policies of the Board of Trustees, and shall serve as an *ex officio*, non-voting member of the Board of Trustees and of all Board Committees, except the Audit Committee. The President may delegate to qualified officers of the University the performance of certain duties. Except as otherwise expressly provided by law, the Articles of Incorporation, or these Bylaws, the President shall, in the name of the University, execute such deeds, mortgages, bonds, contracts, checks or other instruments which may be authorized by the Board.

Duties and Responsibilities

The duties and responsibilities of the President shall include, but are not limited to, the following:

- Promote the Mission of the University and ensure its implementation;
- Select the administrative team for the University, who shall serve at the pleasure of the President;
- Exercise leadership in working with the Board of Trustees, faculty, staff, students, donors, alumnae/alumni and the larger University community;
- Oversee the implementation of University policies established by the Board of Trustees or the Corporate Board;
- Collaborate with the Board of Trustees in the development of strategic planning and the implementation of planning objectives;
- Supervise all business affairs of the University, provide financial reports to the Board of Trustees and the Corporate Board on a regular basis, and act as the duly authorized representative of the Board of Trustees in all matters for which the Board has not formally designated some other person for that specific purpose;
- Sign and execute, in accord with designated authority, instruments or documents on behalf of the University;
- Participate in performance assessments in accord with procedures established by the Board of Trustees and the Corporate Board;
- Ensure the preparation and effective management of the annual budget;
- Oversee the maintenance of all the physical properties of the University for the purpose of ensuring that they are kept in good repair and good operating condition;

- Ensure that the educational services provided to students by the University meet all appropriate standards; and ensure the continued accreditation of the University and its programs with appropriate agencies;
- Ensure the recruitment and retention of qualified faculty in order to achieve the University's academic goals;
- Serve as the spokesperson for the University;
- Ensure the design and achievement of fund raising and other development goals, and personally engage in fundraising efforts to ensure the success of development initiatives; and
- Perform other duties that may be necessary to further the best interests of the University.

Vice President for Academic and Student Affairs

The Vice President for Academic and Student Affairs reports to the President of the University, is a member of the President's Council and has the responsibility for supervision of faculty, academic programming, student affairs, the bookstore, information technology, and for the implementation of the University's educational policies as well as for all policies related to student life.

Vice President for Enrollment Services

The Vice President for Enrollment Services reports to the President of the University, is a member of the President's Council, and has the responsibility of coordinating recruitment of all graduate and undergraduate students; administering the scholarship program; and overseeing the financial aid program.

Vice President for Finance and Administration

The Vice President for Finance and Administration reports to the President of the University, is a member of the President's Council and is responsible for assuring effective management of the University's financial and staff resources. The Vice President supervises accounting, human resources, buildings and grounds, public safety and related contract services.

Vice President for University Advancement

The Vice President for External Relations reports to the President of the University, is a member of the President's Council, and is responsible for providing the vision and strategic direction for the University's fundraising and alumnae services.

Vice President for Mission and Identity

The Vice President for Mission and Identity reports to the President of the University and is a member of the President's Council. The purpose of this position is to integrate into the daily, lived experience of the University community the values of the Gospel, the charism and educational vision of the School Sisters of Notre Dame, and the institutional mission of the University. The goal is to develop, encourage and support initiatives that promote awareness, appreciation, and advancement of the mission in collaboration with all members of the University community.

Vice President for Communications and Community Engagement

The Vice President for Communications and Community Engagement reports to the President of the University, is a member of the President's Council, and has the responsibility to coordinate and effectively deliver all communications within the university and to the external community through the offices of public relations, marketing, and facilities rental by outside groups.

Executive Director of the Women's Leadership Institute

The Executive Director of the Women's Leadership Institute reports to the President of the University, is a member of the President's Council, and leads the institute in its mission to educate and prepare women to be transformational leaders in service to their communities and the world.

Group Meetings

President's Council

The President's Council, chaired by the President of the University, includes the seven major administrators of the University: the Vice President for Academic and Student Affairs, the Vice President for Enrollment Services, the Vice President for Finance and Administration, the Vice President for Advancement, the Vice President for Mission and Identity, the Vice President for Communications and Community Engagement, and the Executive Director of the Women's Leadership Institute.

Faculty Assembly

Membership in the Faculty Assembly consists of two types: participation by voice and participation by vote. All full- and part-time faculty shall participate by voice. Members eligible to participate by vote include:

1. All full-time and percentage contract faculty
2. Part-time faculty who have taught at least four semesters and whose department chairpersons have verified that they have been sufficiently integrated into the University to be knowledgeable about the issues being discussed.
3. Persons who have been granted faculty status.

Dean's Council

The Deans for Academic Affairs, Student Affairs and Graduate and Continuing Education meet weekly with the Vice President for Academic and Student Affairs to facilitate communication among the various areas and to work on joint projects.

School Meeting

School meetings are called by the school dean/chair to provide a communication vehicle and a means for collaboration.

Department Meetings

Department meetings are called regularly by the chairs of respective departments.

Club and Class Meetings

Student Government, club and class meetings are held during the academic year with the day and time determined by the students' schedules.

University Committees

President's Council

All-University Committees

Diversity
Educational Outcomes and Assessment
Strategic Planning and Budget

Faculty Assembly Committees

Executive
Academic Standards and Curriculum
Admissions
Faculty Development
Faculty Service
Grievance
Honors Program
Promotion and Tenure

External Advisory Committees

Art Therapy
Counseling
Dietetics
Graphic Design
Justice
Social Work
Teacher Education

Operations Work Groups

Academic Council
Academic Technology Advisory
Admissions
Ambience
Critical Incident Team
Dean's Council
Department Chairs
Graduate Council
Institutional Research Board
Probation
Secondary Education Coordinating
Student Success

Mount Mary University Governance

Principles of Governance

We, the community that is Mount Mary University, seek a governance structure that frees us to promote the intellectual, personal, and spiritual development of the students who desire to be educated in the tradition of the School Sisters of Notre Dame.

The shared governance of the University is the result of a joint effort by governing boards, administrative officers, faculty, administrative staff, support staff, and students. Embedded in this concept of shared governance is recognition of the principle that the relative weight of constituent voice is determined by the responsibility of that constituent component for the matter under consideration. Open and respectful interaction among constituencies is essential to this governing concept.

Mount Mary University's governance structure has two tiers. The first tier is the Corporate Board. The second tier is the Board of Trustees. Together they work to maintain general educational, financial and related policies for the effective administration and development of the University according to the By-Laws.

The Corporate Board (School Sisters of Notre Dame) appoints Trustees to the Board of Trustees, appoints the President upon recommendation of the Board of Trustees, and reserves rights according to the philosophy, mission and assets of the University and the School Sisters of Notre Dame.

The Board of Trustees works with the University administration to assist, monitor and maintain the academic and financial well-being of the University according to their powers and responsibilities outlined by the Bylaws. The Board of Trustees delegates authority to the President to develop and implement the daily academic, administrative and operational policies and procedures of the University, and to recommend matters of concern to the Board. The President, in turn, delegates to appropriate internal governance groups and individuals. The internal governance bodies will utilize the resources of the Corporate Board, the Board of Trustees, and external resources, as appropriate.

Drawing our authority to govern from the commission delegated to us by the Board of Trustees through the President, we recognize that our model of governance is based on three interrelated principles:

- voice and vital participation of all constituent groups,
- clear delineation of authority and responsibilities,
- efficiency and effectiveness in timely decision-making and communication of decisions to appropriate groups.

The internal constituent groups are administrative officers, faculty, administrative staff, support staff and students. Participation of constituent groups in the shared governance process includes but is not limited to bringing issues to appropriate bodies, serving on committees, consulting with committees, implementing decisions, and evaluating decisions. We recognize that each group has a specific role that utilizes its expertise to best fulfill the mission of the University.

We recognize that for an inclusive system to be effective, clear structures and processes for communication and decision making must be in place.

Constituent Group Roles in Governance, Communications and Operations

Governance	Communications	Operations
Primary focus is developing policy.	Primary focus is to insure timely communication of information necessary for effective operations and governance decision-making.	Primary focus is daily operations and implementing policy.
Administrative Officers	Administrative Officers	Administrative Officers
President, Vice President for Academic/Student Affairs, Vice Presidents and Dean of Enrollment bring issues to governance hierarchy seeking consultative input for shaping policy, implementing policy and operational issues.	President, Vice President for Academic/Student Affairs, Vice Presidents and Dean of Enrollment bear primary responsibility for communication among all constituent groups, will ensure that consultative input is sought.	President, Vice President for Academic/Student Affairs, Vice Presidents and Dean of Enrollment direct the plan for implementing policies and make decisions in designated operational areas of responsibility.
Faculty	Faculty	Faculty
Develop policies in designated areas of responsibility and are consulted regarding implementation of policies and operational issues. Faculty are expected to seek consultative input from administrative staff in reaching decisions. Faculty participate in developing policies as members of All-University Committees and Faculty Assembly.	Will seek information from administrative staff and other constituent groups about the impact of operations on policies and will seek feedback during the development of policy.	Develop and teach the curriculum and participate in implementing policies.
Administrative Staff	Administrative Staff	
Consulted on policy issues and serve as resource persons for policy-making committees. Administrative staff participate in developing policies as members of All-University Committees.	Provide timely information regarding impact of issues on operations, and on the implementation of policies.	Develop procedures for implementing policies and carry out daily operations in designated areas.
Students	Students	Students
Participate in developing policies as members of relevant All-University Committees and as members of the Student Government Association.	Receive timely information on relevant issues.	Receive services from daily operations of the University.

MOUNT MARY UNIVERSITY FACULTY ASSEMBLY BY-LAWS

I. Name

The name of the organization shall be the Mount Mary University Faculty Assembly.

II. Purposes

The purposes of the Faculty Assembly are to:

1. Create policies that enable the faculty to carry out their responsibilities for instruction, for the structure and content of the curriculum, and for the shaping of and participation in the overall intellectual life of the University.
2. Foster the professional growth of the faculty.
3. Consider, discuss, and recommend suitable action to problems, concerns, innovations and suggestions presented by faculty.

III. Membership

Membership in the Faculty Assembly consists of two types: participation by voice and participation by vote. All full- and part-time faculty shall participate by voice. Members eligible to participate by vote include:

1. All full-time and percentage contract faculty
2. Part-time faculty who have taught at least four semesters and whose department chairpersons have verified that they have been sufficiently integrated into the University to be knowledgeable about the issues being discussed.
3. Persons who have been granted faculty status.

Before the start of the spring and fall semesters, the Vice-Chairperson will request that department chairpersons supply her or him with the names of part-time faculty members who meet the criteria for eligibility to vote in the Faculty Assembly. Among activities to be considered by department chairpersons when making decisions concerning the eligibility of part-time faculty to vote in the assembly are attendance at Faculty Assembly meetings, service on committees, participation in departmental and University activities, and advising. A list of full-time faculty members will be obtained from the office of the Vice President for Academic and Student Affairs. This information will be used to update the list of Faculty Assembly members who are eligible to vote the following semester. The list may be updated again when faculty assignments are finalized each semester.

IV. Responsibilities

Matters for which faculty have primary, procedural, and policy-making responsibilities include, but are not limited to, the following:

- To establish standards of admission, degree requirements, reasonable progress toward degree, probation, suspension, dismissal, and academic honors.
- To act by means of the Grievance Committee on grievances filed by faculty members.

- To determine curriculum and procedures of student instruction, including content in core and majors, minors, and interdisciplinary courses, methods of instruction, grading, research, calendar scheduling and other aspects of pedagogy relating to the educational process.
- To approve the addition, deletion or temporary suspension of core requirements, majors, minors, departments, academic programs, and consortium agreements and curricular arrangements.
- To approve policies, procedures, and criteria for appointment, reappointment, promotion, tenure, academic rank, grievance and dismissal.
- To recommend by means of the Promotion and Tenure Committee candidates for tenure and rank.
- To approve candidates for degrees and certificates for graduation.
- To act upon recommendations forwarded to it by committees of the Faculty Assembly and All-University committees regarding academic and faculty affairs.
- To foster the professional growth of the faculty.
- To assist in organizing and conducting programs and services for the support of student development as needed.

Matters about which the faculty expect to be consulted include, but are not limited to, University mission and vision, strategic planning, budget, salaries and benefits, student services, technology, space and facilities, enrollment and marketing, and selection and evaluation of leadership.

V. Executive Committee of the Faculty Assembly/Recording Secretary

Five members of the Faculty Assembly will be elected by voting members of the Faculty Assembly to serve on the Executive Committee. The Vice Chairperson will be elected by the Faculty Assembly from the tenured members of the faculty and serve one year as Vice Chairperson and the next year as Chairperson. Upon completion of the term as Chairperson, one serves as an *ex officio* member of the Executive Committee for one year. A faculty member elected to serve on the Executive Committee shall serve a three-year term unless he/she is away on sabbatical, takes family leave, or terminates service to the University or resigns from the Executive Committee. Resignations must be given in writing to the Chairperson of the Executive Committee. In the case of the Chairperson's resignation, the written resignation is submitted to the President.

A member of the Faculty Assembly will be asked by the Executive Committee to serve as Recording Secretary for the Faculty Assembly. The duties of the Recording Secretary are:

1. To maintain the register of members for the Faculty Assembly.
2. To record proceedings of the meetings of the Faculty Assembly and submit them to the Executive Committee for approval.
3. To distribute minutes of meetings and to carry out other communications to and on behalf of the Assembly.
4. To place the minutes of the Faculty Assembly in the archives.

Responsibilities of the Executive Committee include:

1. To consider, discuss and review problems, concerns, innovations and suggestions in order to recommend items for consideration by the Faculty Assembly or to refer items to other appropriate bodies.

2. To assure confidentiality if requested by individuals bringing issues to the Executive Committee.
3. To receive and decide upon issues as appropriate business for the Faculty Assembly.
4. To prepare agendas and convene meetings of the Faculty Assembly.
5. To establish, charge and monitor committees of the faculty.
6. To hold meetings bi-weekly or as needed.

VI. Officers

The officers of the Faculty Assembly are the Chairperson and Vice Chairperson. The responsibility of the officers shall be as follows:

Chairperson

1. To call meetings of the Faculty Assembly, ordinarily at least four times a semester. To preside at all meetings of the Faculty Assembly.
2. To call meetings of the Executive Committee of the Faculty Assembly.
3. To represent the faculty in conveying resolutions and recommendations of the faculty to the Secretary of the Board of Trustees, the President of the University, the Vice President for Academic and Student Affairs and to other administrative officers.
4. To represent the faculty in any other matters in which the faculty wishes its chief officer to speak or act on its behalf.
5. To present a summary of Assembly activity to the Committee on Academic and Student Affairs at each meeting of the Board of Trustees.

Vice Chairperson

1. To preside at meetings of the Faculty Assembly in the absence of the Chairperson.
2. To assume the office of Chairperson in the event of a vacancy.
3. To serve on the Executive Committee.
4. To be responsible each semester for updating the voting list.
5. To distribute the agendas for Faculty Assembly meetings.
6. To distribute absentee ballots as necessary.

VII. Elections

The Faculty Service Committee, appointed by the Executive Committee of the Faculty Assembly, shall conduct elections of the Faculty Assembly Committees and designate all-University committees which require elected members. It shall report to the faculty the results of each election.

All full-time and percentage contract faculty members shall be eligible to vote and/or to stand for election. All part-time members of the faculty shall be eligible to vote and/or stand for election if they fulfill the criteria stated in Article III.

- At the end of each fall semester, a list of those faculty members eligible for election and appointment in the Assembly will be distributed. Should an individual wish to have their name deleted from the list of faculty eligible for election or appointment, they may submit a written request to the Chairperson of the Faculty Service Committee.

- If anyone wants to ensure that they will be serving on a committee, they may make a brief formal request when the eligibility list is distributed.
- Any requests to be removed from lists should be done with thoughtful consideration and in consultation with their Department Chair, School Dean/Chair or the VPASA.
- Requests for removal from lists during each election and appointment cycle will be reviewed by the VPASA to determine if there are any compelling reasons that the Faculty Service Committee might not be aware of, for why someone should serve on a committee.
- In the case of elections, an official primary ballot shall be prepared from which each eligible voter shall select the requisite number of names. The names will be announced in a timely manner; results of all elections will be retained by the Faculty Service Committee for a period of four years and are available on request.
- The final ballot shall consist of the names of two more than the number to be elected (or more in case of a tie). The number to be voted for shall be the same as the number of vacancies to be filled. Ties will be broken by the drawing of lots executed by the Chairperson of the Faculty Service Committee.
- The appointment of faculty to remaining committees will proceed following elections.

VIII. Quorum and Voting

A quorum for Faculty Assembly meetings shall consist of sixty percent of full-time faculty. A member of the Faculty Assembly, ordinarily the Vice Chairperson, will be appointed by the Executive Committee to verify a quorum. (See “Membership” for eligibility to vote.) A quorum is not necessary for discussion of items. A quorum is necessary for a vote.

Voting in the Faculty Assembly meetings will be by voice or by show of hands. However, the Executive Committee may prescribe a written ballot if it seems appropriate. If a faculty member requests a written ballot it shall be honored. The ballots will be distributed at the Assembly or an absentee ballot may be requested no more than one week before the meeting and returned before the vote in the Assembly.

The Chairperson of the Faculty Assembly may stipulate that certain matters of unusual importance shall not be subject to final action by the faculty at the meeting in which they are introduced. In the event that a matter of unusual importance is determined to be voted on at the next Faculty Assembly meeting by written ballot, the ballots will be distributed at that meeting or an absentee ballot may be requested from the Vice Chairperson of Faculty Assembly no more than one week before the meeting and returned to the Recording Secretary before the vote in the Assembly.

A motion is carried by simple majority of the members present and voting. For matters of unusual importance such as changes in policy a two-thirds majority of members present and voting is required. “Matters of unusual importance” may be challenged from the floor and a motion to reclassify presented. If a written ballot is used, the absentee ballot is counted if the motion for which it was cast is not amended.

IX. Meeting Procedures

A modified version of parliamentary procedure will be used to conduct meetings and the manual of parliamentary law commonly known by the name of Robert's Rules of Order - Newly Revised shall be used as a guide. The Chairperson may, at his/her discretion, appoint a parliamentarian.

X. Meeting

Ordinarily the Faculty Assembly meets four times a semester. It must meet at least once a semester.

The Agenda for Faculty Assembly meetings will, under normal circumstances, be posted one week prior to the meeting. Minutes of the Faculty Assembly meeting will be posted prior to the next meeting.

A special meeting can be called by the Chair of the Faculty Assembly for a specific purpose. The time, place and purpose of the meeting must be sent to all members one week prior to the meeting. Only business that is specified in the notice can be transacted.

XI. Amendments

An amendment to these By-Laws may be offered at any Faculty Assembly meeting and such amendment must be referred by the Chairperson to the Executive Committee for a report at the following meeting.

The report is entered as Faculty Assembly business to be considered by the whole. After consideration, ballots will be distributed to all those eligible to vote in the Faculty Assembly. Adoption shall require an affirmative vote of two thirds of the members present and voting.

Every three years the By-Laws shall be reviewed by the Executive Committee of the Faculty Assembly. If changes are deemed necessary they will be submitted to the Faculty Assembly for a vote.

Any amendments approved by the Faculty Assembly shall at all times be subject to the approval and authority of the President and/or Board of Trustees of the University.

XII. Submitting Items to the Executive Committee for Consideration by the Faculty Assembly

1. Ordinarily, items are submitted by committees to the Executive Committee Chair.
2. Individuals may also submit items for the agenda. The item must be signed, but the person may request that if it is accepted as germane to the Faculty Assembly's function, that the signature be removed to protect confidentiality.
3. It is understood that if an item is placed on the agenda it should not be presumed that the Executive Committee agrees with the item submitted.
4. Every person who submits an item for consideration by the Executive Committee should receive a response concerning the disposition of the item. The Executive Committee member who received the item is responsible for reporting such disposition to the person submitting the item.

XIII. Committees

The following standing committees of the Faculty Assembly are elected:

- Executive
- Grievance
- Promotion and Tenure

The following Faculty Assembly Committees are appointed:

- Academic Standards and Curriculum
- Admissions
- Faculty Development
- Faculty Service
- Honors Program

The following All-University Committee faculty membership is elected: Strategic Planning Committee

Other All-University standing committees, for example, the Diversity Committee, are appointed.

Ad hoc committees are appointed as needed and cease existence as soon as they have completed a special task.

Work groups perform regular functions which need limited time and attention.

The specific responsibilities of the committees are identified in the Faculty Handbook.

All Committees and Work Groups shall give an annual written report of their activities to the Executive Committee of the Faculty Assembly and keep one copy for committee records.

XIV. Disposition of Faculty Assembly Decisions

To insure timely action on Faculty Assembly decisions the following provisions will apply:

Any recommendation made or vote taken on an item by the Faculty Assembly should be put in writing by the Chair of Executive Committee and submitted to the appropriate person, administrator or group for disposition and designated with one or more of the following:

- For your information
- For your response
- For your approval
- For action

Within ten working days whoever is designated as the responsible person must respond by:

1. stating approval or
2. returning it to the Faculty Assembly with explanation for rejection.

If additional time is needed for consideration, this is to be communicated to the Chairperson of the Faculty Assembly by the person responsible for the decision.

If the Faculty Assembly has adjourned for the academic year, the responsible person will submit his or her response to the Chairperson of the Faculty Assembly.

These By-Laws are subject to the By-Laws of Mount Mary University

Faculty Assembly Committee Information Chart

All committees are required to submit regular progress reports (minutes and pertinent committee documents) to Faculty Assembly Executive Committee liaison and present annual summary to Chair of Faculty Assembly.

Committee Name	Membership	Responsibilities
Academic Standards and Curriculum	8 faculty (representing all realms and including one representative from Education and Graduate programs) appointed for 3-year term <i>Ex officio:</i> Vice President for Academic and Student Affairs or appropriate administrative officer	Develop and review policies and standards related to the academic quality of the University, for example, standards for admission, academic credit, grading, graduation, reasonable progress, probation, suspension, dismissal, and academic honors Receive and evaluate proposals for major changes in the curriculum in the following areas: additions of majors, minors and certificates, core requirements, honors program, graduate programs, non-degree/non-credit programs and new programs Make recommendations regarding proposals for change to the faculty
Admissions	3 faculty appointed for 3-year term <i>Ex officio:</i> Dean of Enrollment Associate Director of Admission Admission Office Specialist	Ensure acceptance decisions for students who do not meet the minimum criteria are based on evidence that the student does have a reasonable chance to succeed in the Mount Mary University academic program
Executive Committee of the Faculty Assembly	A total of 5 faculty elected for a 3-year term 4 faculty elected for a 3-year term; Vice Chair elected from tenured faculty to serve 1 year as vice chair and the following year as chair <i>Ex officio:</i> Immediate past chair of Executive Committee	Encourage individuals to present any issue to the Exec. Comm. with assurance of confidentiality Consider, discuss and review problems, concerns, innovations and suggestions in order to decide upon items for consideration by Faculty Assembly or to refer items to other appropriate bodies Prepare agenda and convene meetings of the Faculty Assembly Establish, charge and monitor committees of the Faculty Meet bi-weekly or as needed Meet with Vice President for Academic and Student Affairs as needed
Faculty Development	6 faculty appointed for 3-year term <i>Ex officio:</i> Vice President for Academic and Student Affairs or appropriate administrative officer	Provide opportunities for instructional, intellectual, organizational and personal development including forums, workshops, new faculty mentoring, communication and socializing. Maintain subcommittee on Sabbaticals and Mini-grants.

Faculty Service	<p>4 members appointed for 3-year term</p> <p><i>Ex officio:</i> Vice President for Academic and Student Affairs or appropriate administrative officer</p>	<p>Consult faculty about preference for service on committees</p> <p>Recommend faculty for appointment to faculty committees, all-University committees and ad hoc committees</p> <p>Manage elections for faculty committees</p>
Grievance	<p>3 tenured faculty elected for 3-year term</p> <p>2 tenured faculty elected as alternates</p> <p>1 faculty selected by complainant</p> <p>1 faculty selected by respondent</p>	<p>Seek to bring about settlement of grievance petitions submitted by any member of the faculty who has cause for grievance arising from an alleged breach of University policy</p> <p>Recommend policies and procedures, as necessary, to Faculty Assembly</p>
Honors	<p>6 members appointed for a 3-year term</p> <p>Director of Honors Program</p>	<p>Assess existing programs, courses and policies</p> <p>Develop new activities and opportunities for honors students</p> <p>Work with departments to design honors level courses across the core curriculum</p> <p>Act as a liaison to faculty, as necessary, to design an interdisciplinary course syllabus and hire speakers for the course.</p> <p>Promote the Honors Program's profile across the campus</p>
Promotion & Tenure	<p>5 tenured, full-time faculty elected for 3-year term</p> <p>3 tenured, full-time faculty elected as alternates for 1-year term</p> <p><i>Ex officio:</i> Vice President for Academic and Student Affairs or appropriate administrative officer</p>	<p>Recommend policies and develop procedures for promotion, tenure, pre-tenure/3-year review, and post-tenure review, based on published criteria in the Faculty Handbook</p> <p>Review application files for tenure, promotion, and pre-tenure/3-year review</p> <p>Make recommendations for promotion and tenure to the Vice President for Academic and Student Affairs or appropriate administrative officer</p> <p>Review nominations for emerita/emeritus status</p>

All-University Committees

All-University Committees are governance committees that are assembled with permanent status to consider, investigate and make decisions regarding policy matters.

Purpose

To consider, investigate and make decisions regarding policy matters.

Membership

Members are a select group drawn from constituencies including faculty, administrative staff, support staff, and students. Faculty will be selected by their respective Assembly Committee and appointed by the President. Administrators will be appointed by their representative on the President's Council. Support Staff and students will be selected in consultation with the Director of Human Resources and Dean for Student Affairs, respectively.

Responsibilities

To consider and recommend policies in a specified area of authority

To consult with stakeholders named by the charging body as well as identify any other stakeholders the committee deems appropriate

Procedures

Committees may receive charges from Administrative Officers or the Faculty Assembly. Charges include a specified task, timeline and stakeholders to be consulted. Committee progress reports are given to the group originating the charge. Communication about committee activities will be made available to the University community. Administrative officers are responsible to plan for the implementing of policies.

Ex officio members of all committees are non-voting members. Administrative Officers who are *ex officio* may designate someone to attend meetings on their behalf.

All-University Committees

Committee Name	Membership	Responsibilities
Diversity	4 faculty appointed for 2 year term 2 administrative staff 2 support staff appointed for 2 year term 2 students appointed for 1 year term <i>Ex officio</i> : President	Design and monitor a plan for promoting a multi-cultural community. Submit regular progress reports (minutes & pertinent committee documents) to originator of a charge and to the Vice President for Academic and Student Affairs.
Educational Outcomes Assessment	5 faculty appointed for 3 year term Chair: Director of Assessment Coordinator of Assessment Assoc. Dean, Academic Affairs Assoc. Dean, Student Affairs <i>Ex officio</i> : Vice President for Academic and Student Affairs	Monitor the plan for systematic assessment of curricular, co-curricular and administrative aspects of the University. Review, interpret and distribute assessment data. Submit regular progress reports (minutes & pertinent committee documents) to originator of a charge. Present annual summary of committee work to Vice President for Academic and Student Affairs.

Program Proposal Development	<p>3 faculty appointed by President</p> <p>Vice President for Academic and Student Affairs VP Business Administration & Finance VP Enrollment Services Assoc. Dean, Graduate & Continuing Education</p>	<p>Provide departments with an early approval process from the University before detailed curriculum development is undertaken, for a new graduate program or a new undergraduate major, minor, or certificate.</p> <p>Deliberation on the approval of a new program is dependent upon a fit with the mission, as well as strategic and financial issues rather than curricular ones.</p> <p>Vice President for Academic and Student Affairs shares the proposal and committee's recommendation with the President for approval. The Vice President for Academic and Student Affairs notifies the department of the decision.</p>
Strategic Planning And Budget	<p>4 faculty elected by Faculty Assembly 1 faculty appointed by President</p> <p>2 administrative staff 1 support staff appointed for 2 year term</p> <p>2 students appointed for 1 year term</p> <p><i>Ex officio:</i> President, Vice President for Academic and Student Affairs, Vice President for Finance and Administration/CFO, Chair of the Faculty Assembly, Director of Information Technology</p>	<p>Design process for ongoing strategic planning. Monitor implementation of the current strategic plan including identifying priorities and delegating resources. Submit regular progress reports (minutes & pertinent committee documents) to originator of a charge.</p> <p>Present annual summary of committee work to University through University website</p>

Organizational Chart

The Operations Organizational Chart will be supplied at a later date

Making Changes and Updating the Governance Document Or Updating the Faculty Handbook

1. Any member of the Mount Mary Community may submit a proposal for change in the governance document to any member in the appropriate government body.
 - Proposals that affect the entire University community are submitted to the President's Council.
 - Proposals that affect the faculty are submitted to the Executive Committee of the Faculty Assembly.
 - Proposals that affect the administration are submitted to the President's Council.
 - Proposals that affect the support staff are submitted to the Director of Human Resources.
 - Proposals that affect the student governance are submitted to the Executive Board of Student Government.
2. The governing body will decide whether or not the proposal is a governance issue.
3. The person(s) who submitted the proposal will be notified in a timely manner regarding its status.
 - If the governing body does not take up the proposal, a reason will be provided and an alternative route may be recommended.
 - If the proposal is accepted, the respective governing body will decide if it requires the consent of that constituent assembly or whether it can be acted on in another way.
4. If the President's Council accepts a proposal and they determine that the matter needs approval by multiple constituent bodies, they will set up the appropriate process, e.g.
 - Meetings for information sharing,
 - E-mail and/or hard copy of information,
 - Ballot voting on designated days or by ballot vote within each assembly.

Updating of the Governance Document and Handbook

The authority to make additions and/or deletions of information in these documents remains the right and responsibility the appropriate constituencies. To assist in the clerical work associated with this task and to assure consistency in the documents:

- All proposals for changes in governance policy must be submitted and approved by the respective governance body/constituencies.
- Hard copies will be available in the library archives.

Committees, Work Groups and Task Forces

Committee Work

Committees play an essential role in the governance of the University. To insure that this work is carried out most effectively

- All governing bodies will review the annual reports of the committees that report to them.

- Each committee will have a member of the appropriate governing body to serve as a liaison.

These steps are designed to

- Facilitate responses to concerns of the committees
- Avoid duplication of tasks,
- Provide proactive assistance to the committees

How to Create, Dissolve or Redefine a Committee

A committee is defined as a standing governance body with policy-making authority. Under the Governance structure, committees are either All-University, e.g., Strategic Planning, or constituency related, e.g., Curriculum Committee.

To Create A Committee

1. Develop a proposal that defines the purpose and jurisdiction of the committee.
 - To the extent possible define what policies it will determine.
 - To the extent possible define its specific tasks.
2. Define the membership of the committee:
 - Number and qualification of members
 - Length of term
 - Method of selection
3. Take the proposal to the appropriate governing body for review.
 - They will review the proposal
 - The person(s) who submitted the proposal will be notified in a timely manner regarding its status
 - If the governing body does not accept the proposal, a reason will be provided and an alternative route maybe may suggested
 - If the proposal is accepted, the respective governing body will decide if it requires the consent of that constituent assembly or whether it can be acted on in another way
4. Membership on the committee will be routed through the appropriate faculty service committee or administrator.

To Redefine a Committee:

1. Develop a proposal that redefines the purpose and jurisdiction of the committee.
 - To the extent possible define the committee's reconfigured role and explain the rationale for the changes that are being made.
 - To the extent possible define its specific tasks
2. Define the membership of the committee. Explain the rationale for any changes and specify:

- Number and qualification of members
 - Length of term
 - Method of selection
3. Take the proposal to the appropriate governing body for review.
 - They will review the proposal
 - The person(s) who submitted the proposal will be notified in a timely manner regarding its status
 - If the governing body does not accept the proposal, a reason will be provided and an alternative route may be suggested
 - If the proposal is accepted, the respective governing body will decide if it requires the consent of that constituent assembly or whether it can be acted on in another way
 4. Membership on the committee will be routed through the appropriate faculty service committee or appropriate administrator..

To Dissolve a Committee:

1. Develop a proposal why this body should not exist as a committee.
 - Explain how the tasks are being undertaken in other ways
 - Explain why the committee no longer needs to be setting policy
2. Take the proposal to the appropriate governing body for review.
 - They will review the proposal.
 - The person(s) who submitted the proposal will be notified in a timely manner regarding its status.
 - If the governing body does not accept the proposal, a reason will be provided and an alternative route may be suggested.
 - If the proposal is accepted, the respective governing body will decide if it requires the consent of that constituent assembly or whether it can be acted on in another way.

Work Group

The task of a work group is limited in scope and time but needs to be done periodically. To create a work group:

1. Develop a proposal that defines the purpose and jurisdiction of the group
 - To the extent possible define what specific work it will perform
2. Define the membership of the group:
 - Number and qualification of members
 - Length of term
 - Method of selection
 - The nature of the work may require individuals with specific skills or with specific positions within the University
 - All other appointments will be made by the faculty service committee or appropriate administrator if the proposal has been accepted.

3. Take the proposal for a new work group to the appropriate governing body for review.
 - They will review the proposal
 - The person(s) who submitted the proposal will be notified in a timely manner regarding its status
 - If the governing body does not accept the proposal, a reason will be provided and an alternative route may be suggested
 - If the proposal is accepted, the respective governing body will notify the faculty service committee or appropriate administrator and ask that the work group be staffed

The Executive Committee will review the work groups under its purview every five years.

Task Force

A task force is created to meet a temporary, limited need of the University, not covered by any existing committee, work group, or department.

To create a task force:

1. Develop a proposal that defines the purpose and jurisdiction of the task force.
 - To the extent possible define what specific work it will perform.
2. Define the membership of the group:
 - Number and qualification of members,
 - Length of term,
 - Method of selection,
 - The nature of the work may require individuals with specific skills or with specific positions within the University;
 - All other appointments will be made by the faculty service committee or appropriate administrator if the proposal has been accepted.
3. Take the proposal for a new task force to the appropriate governing body for review.
 - They will review the proposal
 - The person(s) who submitted the proposal will be notified in a timely manner regarding its status
 - If the governing body does not accept the proposal, a reason will be provided and an alternative route may be suggested
 - If the proposal is accepted, the respective governing body will notify the faculty service committee or appropriate administrator and ask that the task force be staffed.

If there is an urgent need to create a task force, the President or any member of the President's Council may name a task force.

For example, the following group is a task force, not a committee: Search Task Force.