



CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO
Office of the President

EXAMPLES OF SHARED GOVERNANCE AT CSUSB
May 17, 2018

Management is actively engaged with every campus stakeholder group (Faculty Senate, academic and administrative departments, ASI and this past year, the Staff Council) on the development, planning and processes associated with university initiatives. Some examples include:

Strategic Plan 2015-2020: The membership of the Strategic Planning Advisory Committee (SPAC) was appointed after consultation with members of the cabinet, academic department chairs, senior faculty and the Faculty Senate Executive Committee (FSEC). It is worth noting that SPAC was co-chaired by a Faculty Senator and consisted of six faculty members, of which three were academic department chairs, staff and the ASI President. In the spirit of collegiality and shared governance, President Morales reviewed the proposed membership and met with the FSEC on June 10, 2014. After consultation with the FSEC, President Morales directed the co-chairs of SPAC to identify and appoint members to the Working Groups (WG) of SPAC. The charge of SPAC was to collaborate in a collegial fashion with the Working Groups and engage the entire university and local campus community to develop recommendations for the President. All five Working Groups were co-chaired by a faculty member.

The plan was developed by adhering to the President's directive to follow an "organic and transparent process" with active involvement with the campus constituents and community members. SPAC met at least twice a month from September to June and Working Groups met every Friday afternoon from January through May to develop a Strategic Plan representing the ideas of the campus and local community. Accordingly, SPAC along with members of five WG's held four campus open forums and four town hall meetings to cultivate a Strategic Plan that was inclusive of members of the campus community with all the hallmarks of collegiality and shared governance. SPAC reported its progress at every Faculty Senate meeting during the year and maintained the university

909.537.5002 • fax: 909.537.5901 • www.csusb.edu/president

5500 UNIVERSITY PARKWAY, SAN BERNARDINO, CA 92407-2393

website for strategic planning. The meeting type notwithstanding, SPAC collected feedback resulting in more than 2,500 data points from direct contact with faculty and staff members and responses to the website and numerous iterations of the plan. The evidence is clear that SPAC and the WGs worked diligently, collecting feedback from campus constituents in developing a plan that would advance the academic mission of the university. It was recognized that the goals and objectives of the Strategic Plan were aspirational but largely achievable and, most importantly, ongoing over a five-year period. President Morales accepted every recommendation provided by the SPAC.

The completion of the Strategic Plan was followed immediately with an implementation plan that detailed timelines, budget and measurable outcomes. The implementation plan, the budget and the progress of the implementation can be found at: <https://www.csusb.edu/strategic-plan/strategic-plan-implementation>.

The largest new funding commitment in the Strategic Plan is for Faculty & Staff Success - \$5,280,000 over 5 years, or 84% of the total new funding commitment for the implementation of the Strategic Plan, of which \$4,850,000 is committed to increasing tenure track density (TTD) and reducing student faculty ratio (SFR). The Strategic Plan calls for the TTD to increase from 59.4% (2014) to 63.6% (2020), an increase in 45 new Tenure Track faculty lines based on assumptions made during the planning process. The rest of the committed funds went towards the Faculty Center for Excellence, the Teaching Resources Center, faculty and student research and expansion of service learning.

The following colleagues served on the SPAC and working groups.

Faculty members: Co-Chair Terry Rizzo (FS), Student Success Co-Chairs Jodie Ullman (past FS Chair, FSEC) and William Vanderburgh, Faculty Staff Success Co-Chair Monty Van Wart, Resource Sustainability and Expansion Co-Chair Stuart Sumida, Community Engagement and Partnerships Co-Chair Cherstin Lyon, Identity Co-Chair Astrid Sheil, Connie McReynolds, Jeff Tan, Jonathan Anderson, Kathryn Ervin, Laurie Smith, Barbara Sirotnik, Christopher Naticchia, Francisca Beer, Kim Cousins, Claudia Davis, Janelle Gilbert-Darius (FS), Vipin Gupta, Stuart Sumida, Marc Fudge, Jim Charkins, Alexandru Roman (FS), Todd Johnson and Victoria Seitz

Faculty: 24, Staff: 24, Students: 6

DECISION PROCESS: The faculty-led Strategic Planning process was an organic undertaking with SPAC and every working group co-chaired by a faculty

member. SPAC mindfully gathered and considered all campus constituents' feedback through an ongoing on-line survey, four campus open forums, four town halls, four community members meetings, as well as other meetings. The entire process was transparent, with weekly email updates to the campus, social media posts, maintenance of a website complete with raw data, presentations, draft documents and meeting minutes, and monthly progress reports to the Faculty Senate. Meeting twice a month for a period of 10 months, SPAC and the subsequent working groups informed and endorsed every aspect of the draft plan, which was presented to the President. It was accepted without revision despite aspirational objectives.

2009 Strategic Planning Process: For comparison, the 2009 Strategic Planning Committee consisted of the following:

Faculty members: Dorothy Chen-Maynard (FS), Barbara Flores, Todd Johnson, Lloyd Peake and Jodie Ullman (Past FS Chair, FSEC)

Faculty: 5, Staff: 11 (including 10 MPPs), Students: 1

Campus Master Plan: In support of the CSUSB Strategic Plan and the academic master plan, new campus physical master plans were commissioned for both the San Bernardino and Palm Desert campuses. Steering committees for both plans were established, with faculty serving in extensive consultation roles, including those appointed by the Faculty Senate. In addition to the guidance provided by the Steering Committee, faculty also actively participated in three campus open forums for the San Bernardino plan and two campus open forums for the Palm Desert plan. The following individuals served on the master plans.

Faculty members: Co-Chair Jeff Thompson, Dorothy Chen Maynard (FS), Todd Jennings, Jake Zhu, Michael Salvador and Eric Newman

Faculty: 6, Staff: 25, Students: 6

DECISION PROCESS: All decisions of the new campus master plans for both San Bernardino and Palm Desert were made collaboratively through the respective steering committee structures and finalized at the committee meetings, with extensive faculty, staff, and student involvement. Final approval was completed by the CSU Board of Trustees, and occurred with no edits from the campus committee recommendations.

50th Anniversary: The Executive Committee of the 50th Anniversary began working one year (2014) before the 50th and consisted of 15 people representing

faculty, staff and students. Representatives from ASI, the Faculty Senate, faculty, Dean's Council, and emeriti faculty came together to facilitate the development of 150 events and celebrations during the 2015-16 academic year. Special subcommittees were developed around capstone events and marketing, which featured additional support from campus-wide faculty, staff and students. Representatives included:

Faculty members: Co-Chair Jodie Ullman (Past FS Chair, FSEC), Kevin Grisham (FSEC), Erik Jester and Jean Peacock (faculty emeritus)

Faculty: 4, Staff: 10, Students: 1

DECISION PROCESS: The 50th Anniversary Executive Committee, in collaboration with the subcommittees, informed and endorsed every aspect of the commemorative year, including themes, identity/marketing, budget and programming. Meeting regularly for nearly 20 months leading to the September 2015 launch, the committee made those recommendations and decisions that ultimately created a series of celebrations, linking every aspect of campus life.

University Budget Advisory Council: The University Budget Advisory Council (UBAC) meets regularly to solicit feedback and recommendations regarding the University's budget status and to discuss recommendations on resource allocation.. Representatives included the following.

Faculty members: Mary Boland (past FSEC), Haakon Brown (FS Vice Chair, FSEC), Mark Groen (FSEC) and Karen Kolehmainen (FS Chair, FSEC), Faculty: 5, Staff: 11, Students: 1

DECISION PROCESS: Based on a recommendation from UBAC's faculty members, all proposals for new permanent and one-time allocations are annually presented to UBAC by the appropriate Vice President. UBAC carefully considers and prioritizes these recommendations, producing a recommendation to the President to be considered for final approval. In total, UBAC recommendations on more than \$2 million in new allocations in 2017-18 were advanced to the President and approved, with only one change to the UBAC recommendation.

Quarter to Semester Conversion (Q2S): The FSEC played a primary role in appointing faculty members to the Q2S Steering Committee as well as appointing faculty to the various subcommittees. Almost all the recommendations made by the Q2S Steering Committee have been accepted

by the President without exception. The composition of the Q2S committees are as follows.

Steering Committee:

Faculty members: Director, Kim Costino (approved by FS), Leslie Bryan, Lynne Diaz-Ricco (past FS), Kevin Grisham (FSEC), Karen Kolehmainen (FS Chair, FSEC), Marcia Marx (FS), Thomas Provenzano, Charles Stanton, Andrew Bodman (past FSEC), Rong Chen (FSEC), Dorothy Chen-Maynard (FSEC), Davida Fischman (FS), Joan Fryxell, Janelle Gilbert (FS), Terri Nelson and Alexandru Roman (FS)

Faculty: 16, Staff: 10, Students: 2

Subcommittees:

Advising – Faculty: Co-Chair Dorothy Chen-Maynard (FSEC), Annie Buckley, Kim Costino, Lynn Diaz-Ricco (past FS), Jeremy Dodsworth, Kathryn Howard (6); Staff: 24; Students: 0

Budget – Faculty: Co-Chair Alexandru Roman (FS), Kim Costino and Judith Sylva (3); Staff: 6; Students: 0

Communication – Faculty: Co-Chair Terri Nelson, Leslie Bryan (2); Staff: 5; Students: 1

Curriculum Development – Faculty: Co-Chairs Kim Costino, Davida Fischman (FS), Janelle Gilbert (FS), Haakon Brown (Vice-chair FSEC), Todd Jennings, Karen Kolehmainen (FS Chair, FSEC), Chloe De Los Reyes, Tom Long, Jessica Luck, Marcia Marx (FS), Terri Nelson, Thomas Provenzano, Doug Smith (13); Staff: 7; Students: 0

Faculty Affairs – Faculty: Chair Andrew Bodman (past FSEC) (1); Staff: 0; Students: 0

Student Services – Faculty: Co-Chair Joan Fryxell and Kim Costino (2); Staff: 12; Students: 1

DECISION PROCESS: The Quarter to Semester Steering Committee meets twice a month to make decisions regarding all aspects of the Q2S Conversion including Advising, Budget, Communication, Curriculum Development, Faculty Affairs and Student Services. A majority of the members of the Steering Committee and Subcommittees are faculty members appointed by the Senate, and all Subcommittees are co-chaired by faculty members. Q2S decisions are driven by faculty and approved by the Provost.

Collegiality Committee: Tri-Chaired by Karen Kolehmainen (FS Chair, FSEC)

ASI President, Provost and more recently, a Staff Council representative, the Collegiality Committee was put together to develop a collegiality forum, discuss concerns, and develop recommendations to move forward. The Committee is comprised of:

Faculty members: Dorothy Chen-Maynard (FSEC), Allen Menton, Janine Kremling (FS, CFA Chair) and recently added Kathryn Ervin (faculty champion for collegiality)

Faculty: 4, Staff: 6, Students: 2

DECISION PROCESS: The Collegiality Committee has met several times over the past year and a half. A faculty champion for collegiality, Dr. Kathy Ervin was selected. In October 2017, the committee hosted a forum with Dr. Kathy O’Bear, a nationally renowned expert in social justice, to help move the campus forward. Since that time the committee has been active co-sponsoring workshops through the Staff Development Council and the Faculty Center for Excellence. A campaign is being planned for Fall 2018.

University Branding Initiative: The Branding and Identity Steering Committee drove one of the most detailed and comprehensive branding processes imaginable, literally engaging thousands of faculty, staff, students, alumni and community friends on both the San Bernardino and Palm Desert campuses in a series of exercises. Individuals that served on this Committee included:

Faculty members: Co-Chair Victoria Seitz, Haakon Brown (FS Vice Chair, FSEC) and Stuart Sumida

Faculty: 3, Staff: 1, Students: 1

DECISION PROCESS: Driven by the Strategic Plan, the Branding and Identity Steering Committee facilitated every decision over 20 months. Those include the Request for Proposals, search and acquisition of the consulting firm, the development of the discovery report, the creation of survey and focus groups, the analysis of proposed taglines, and orchestrating follow-up surveys/focus groups to determine the favored brand. Special presentation opportunities were extended to the Faculty Senate on recommendations provided by the consultant. The committee’s recommendations were unanimously approved by the Cabinet.

University Enterprises Corporation (UEC) Board of Directors: The Board of Directors for the UEC play critical roles to govern the campus auxiliary, reviewing and approving resource allocation, policy, and program adoption.

Faculty Directors play vital roles with critical decisions of the Board, including serving as chair of the sub-committee on enterprise services, which evaluates new contracts from external service providers and determines their program priorities.

Faculty members: Chair Edward Teyber (faculty emeritus), Dorothy Chen-Maynard (FS), Josephine Mendoza and Barbara Sirotnik

Faculty: 4, Staff: 7, Students: 2

DECISION PROCESS: All major decisions of the UEC, including executive personnel hiring, policy and bylaws, budget, and university-wide enterprise contracts are approved through the Board of Directors. The Board consists of appointed representatives of the Faculty Senate, Staff Council, and Associated Students. The Board of Directors and the Enterprise Services Committee are chaired by faculty members.

Philanthropic Foundation Board of Directors: The Philanthropic Foundation Board is comprised of volunteer directors, including community members, university leadership, faculty, staff and students.

Faculty members: Dorothy Chen-Maynard (FS), Paulchris Okpala (FS), Alexandru Roman (FS), and Edward Teyber (professor emeritus)

Faculty: 5, Staff: 7, Students: 1

DECISION PROCESS: The directors provide CSUSB with expertise, regional knowledge, fiduciary oversight and advocacy focused on enhancing the role of private giving in achieving the mission of the university. Directors have equal voices and independent votes on those decisions that impact the investment and return rate of CSUSB's \$40 million endowment, as well as serving as key ambassadors to advance giving throughout the region and across the country.

Associated Students, Inc. Board of Directors: The Associated Students Incorporated (ASI) is governed by a Board of Directors consisting of 15 students including 5 elected executive officers, 5 directors representing each of the colleges, and students-at-large. The Board also includes 3 staff members and 1 faculty member appointed by the Faculty Senate.

Faculty members: Angela Horner

Faculty: 1, Staff: 3, Students: 15

DECISION PROCESS: The Associated Students, Incorporated Board of

Directors is the governing board for ASI. Faculty serving on this board actively engage in deliberations regarding policies, procedures and funding requests that impact students which are ultimately voted-on by the Board of Directors.

Administrative Council: The Administrative Council is an advisory body on all university policies.

Faculty member: Karen Kolehmainen (FS Chair, FSEC)

Faculty: 1, Staff: 24, Students: 1

DECISION PROCESS: The Administrative Council is the primary review and approval body for all university administrative policies. When new or revised policies come forward, the Council has a first and a second-read meeting before individual votes are cast in a public forum.

Council of Diversity, Inclusion and Equity (formerly Diversity Council): This Council serves as an advisory board on topics related to diversity and diversity issues, with a focus on policies. Both faculty members are appointed by the FS.

Faculty members: Claudia Davis and Donna Garcia (FS)

Faculty: 2, Staff: 8, Students: 2

DECISION PROCESS: Meeting monthly, all members have equal voices on diversity issues that go to the Council.

Graduation Initiative 2025: Faculty play an integral role in moving retention and graduation at the university forward. Examples include helping develop the Teaching Resource Center priorities or developing policies regarding curriculum.

Steering Committee:

Faculty members: Karen Kolehmainen (FS Chair, FSEC), Ryan Keating (past FS) and Davida Fischman (FS)

Faculty: 3, Staff: 10, Students: 0

Subcommittees:

Progressive Pedagogy – Faculty: Chair Davida Fischman (FS), Lisa Bartle, Kimberly Collins, Kim Costino, Kareen Gervasi, Kevin Grisham (FS), Shawn McMurrin, Mihaela Popescu and Iris Riggs (9); Staff: 4; Students: 0

Rapid Data Analytics – Faculty: Tom Long, Mihaela Popescu, Chuck

Stanton and Judith Sylva (4); Staff: 3; Students: 0

Nurturing Student Engagement & Advising – Faculty: Kevin Grisham (FS) and David Marshall (2); Staff: 12; Students: 1

Transparent Policies & Procedures – Faculty: Co-Chair Ryan Keating (past FS), Kim Costino, Kathryn Ervin, Sherri Franklin-Guy, Nancy Acevedo-Gil, Karen Kolehmainen (FS Chair, FSEC), David Maynard, Allen Menton and Brett Stanley (9); Staff: 1; Students: 0

DECISION PROCESS: Under the leadership of Provost McMahan and Vice President Haynes, the GI2025 Steering Committee and the Subcommittees co-chaired by faculty members have worked hard for the past two years in garnering collaboration across the campus community, and has propelled a coherent set of initiatives that all constituents of the university community have committed to student success. The Faculty Data Fellows initiative, funding for on demand course sections, the strengthening of our advising systems, Career Center staff in each of the colleges and the campus wide rollout of EAB are a few examples that showcase the joint work of our colleagues across the campus in helping our students graduate in a timely fashion and be successful.

JAWS - Enrollment Management Group (now Informed Enrollment Management): JAWS met on a regular basis to discuss admissions targets and strategies. The faculty representation on JAWS was appointed by FS. During the 2017-18 academic year, JAWS was merged under the Graduation Initiative 2025 and rebranded as Informed Enrollment Management. This group is co-chaired by the Provost and Vice President for Student Affairs.

2015-16: Faculty - David Riefer, Dorothy Chen-Maynard (FS), Mark Groen (FSEC) and Janine Kremling (FS) (4); Staff – 7; Students - 0

2016-17: Faculty – Dorothy Chen-Maynard (FS), Mark Groen (FSEC) and Janine Kremling (FS) (3); Staff – 10; Students - 0

2017-18: Faculty - Alexis Norris, Dorothy Chen-Maynard (FS) and Mark Groen (FSEC) (3); Staff – 10; Students – 0

DECISION PROCESS: The Informed Enrollment Management group meets regularly to discuss enrollment targets. This includes: first-time freshmen, transfer, graduate and international students. Members of this committee engage in decision-making regarding enrollment targets that are forwarded to the Cabinet and President for approval.

IT Governance Executive Committee: The IT Governance Executive Committee (ITGEC) is co-chaired by Provost McMahan and has three faculty

members appointed by the Faculty Senate. The Administration gladly accepted the recommendation of the Faculty Senate to add the third faculty member representing the Senate to the ITGEC this year. In addition, faculty member Jo Anna Grant also sits on the ITGEC representing the Teaching Resources Center.

Faculty members: Kurt Collins, Janine Kremling (FS), Jo Anna Grant and Beth Steffel (FSEC)

Faculty: 4, Staff: 14, Students: 1

The ITGEC subcommittees are tri-chaired by faculty members, Jake Zhu, Joon Son and Mike Chao. Vipin Gupta is the faculty member in the committees.

The Academic Technologies and Distributed Learning Committee is chaired and fully staffed by faculty members, all appointed by the Faculty Senate. Its composition includes:

Faculty members: Chair Janine Kremling (FS), Amy Leh, Yonseok Jang, Kurt Collins, Jo Anna Grant, Mihaela Popescu

Faculty: 7, Staff: 3, Students: 0

The **CMS Executive Council** subcommittee is co-chaired by faculty member Jake Zhu. Its composition includes:

Faculty members: Co-chair, Dr. Jake Zhu

Faculty: 1, Staff: 9, Students: 1

The **Institutional Data Team** subcommittee is co-chaired by Muriel Lopez-Wagner. Its composition includes:

Faculty member: Vipin Gupta

Faculty: 1, Staff: 14, Students: 1

The **Information Security, Compliance & Emerging Technologies** subcommittee is co-chaired by faculty member Joon Son. Its composition includes:

Faculty members: Joon Son

Faculty: 1, Staff: 8, Students: 1

The **Technology Operations & Customer Support** subcommittee is co-chaired by faculty member Mike Chao. Its composition includes:

Faculty members: Mike Chao

Faculty: 1, Staff: 6, Students: 1

DECISION PROCESS: All institutional technology decisions are first discussed at the IT Governance subcommittees before being taken to the ITGEC as a

recommendation. Over the past four years, the ITGEC has enjoyed tremendous collaboration with the faculty community.

The Vital and Expanded Technologies Initiative (VETI):

DECISION PROCESS: The VETI portion of the Student Success Initiative (SSI) funds for the expansion of vital technologies to enhance student success is deliberated and recommended by the VETI Committee which has two faculty members appointed by the Faculty Senate and one appointed by the Provost. Faculty in the committee provide thoughtful guidance as the student majority committee makes decisions on the distribution of funds that directly impact student success. For more information, please visit:

<https://www.csusb.edu/its/its-strategic-plan-2016-2020/veti>

Faculty members: Mihaela Popescu (Provost Designee), Kurt Collins, and Priyanka Yalamanchili (appointed by FS)

Faculty: 3, Staff: 2, Students: 6

Housing and Dining Task Force:

The Housing and Dining Task Force is a cross-functional group responsible for the successful grand opening of the new student housing (Coyote Village) and dining complex (Coyote Commons) scheduled to open in Fall 2018. Task Force activities include: marketing and communications to the internal university community as well as new entrants.

Faculty members: Eric Vogelsang (FS appointee) and David Marshall

Faculty: 2, Staff: 12, Students: 3

DECISION PROCESS: All marketing and communications strategies for Coyote Village and Coyote Commons are discussed by this task force; then implemented. Faculty members routinely provide invaluable insight during task force deliberations.

Task Force on African American Student Recruitment and Retention:

Co-Chaired by Provost Shari McMahan and Vice President for Student Affairs Brian Haynes, the purpose of this task force is to conduct a thorough review and analysis of current recruitment and retention programs, services and initiatives for African American students. Identify and implement current best practices (programs, services and initiatives) that would serve to increase African American student recruitment, enrollment, persistence and graduation rates. Identify community and regional-based organizations to develop and implement

collaborative partnerships for the purposes of creating an affinity for higher education and establishing pipelines and pathways for recruiting, enrolling, retaining and graduating African American students from CSUSB.

Faculty members: Dr. Wil Greer (FS Appointment); Kathy Ervin, Claudia Davis, Al Mariam, Marc Fudge

Faculty: 5, Staff: 5, Students: 3, Community Members: 5

DECISION PROCESS: Members of the African American Student Recruitment and Retention Task Force actively engage in discussions that impact primarily African American students at CSUSB. Faculty members serving on the Task Force are involved in all discussions regarding findings, proposed outcomes and recommendations.

Task Force on Native American Student Recruitment and Retention:

The task force is charged to:

- 1) Conduct a thorough review and analysis of current recruitment and retention programs, services and initiatives for Native American students at CSUSB and other California universities.
- 2) Identify and implement best practices (programs, services and initiatives) that would serve to increase Native American student recruitment, enrollment, persistence and graduation rates throughout California.
- 3) Identify Native American community contacts to assist in the development and implementation of collaborative partnerships for the purposes of creating affinities for higher education, ones that will establish pipelines and pathways for recruiting, enrolling, retaining and graduating Native American students.
- 4) Identify key contacts in the Native American community to establish working relationships with Nations, institutions and communities.

In addition to 5 community members, the CSUSB Task Force members include:

Faculty members: James Fenelon and Tom Long (both Senate appointed)

Faculty: 2, Staff: 4, Students: 2

Search Committees: Faculty, mostly appointed by the Faculty Senate, have provided critical leadership and guidance on all campus search committees to select university leadership. Some recent examples include:

Men's Basketball Head Coach

Faculty: 3

Staff: 5

Students: 2

Associate Provost for Faculty Affairs and Development

Faculty: 8

Staff: 5

Students: 0

Dean, College of Natural Sciences

Faculty: 8

Staff: 5

Students: 1

Associate Provost and Deputy Provost for Academic Programs

Faculty: 5

Staff: 4

Students: 0

Associate Vice President, Facilities Planning and Management

Faculty: 1

Staff: 5

Students: 1

Assistant Director, Technology Support Center

Faculty: 3

Staff: 4

Students: 2

Director of Accounting

Faculty: 1

Staff: 7

Students: 0

Associate Provost for Academic Research

Faculty: 6

Staff: 3

Students: 0

Director of Development, Jack H. Brown College

Faculty: 2

Staff: 3

Students: 0

Ombuds Officer

Faculty: 3

Staff: 1

Students: 1

Director, Procurement Services

Faculty: 1

Staff: 2

Students: 1

Director of Intercollegiate Athletics

Faculty: 4

Staff: 5

Students: 1

DECISION PROCESS: Faculty are selected by the Executive Committee of the Senate to serve on search committees. The faculty feedback is absolutely crucial to the search process and incorporated into the decision making.

Curriculum: The Faculty Senate plays a primary role in recommending curriculum changes, which to date have mostly been accepted by the Provost and President without exception.

DECISION PROCESS: This is a faculty-led process with significant interactions with the department, college and FS. Department faculty will decide upon the curriculum content and the respective chair will approve before going to the College Curriculum Committee and Dean. If the courses are submitted for General Education (GE), they must also obtain the approval of the GE Committee. The University Curriculum Committee then reviews and checks for coherence before continuing on to the FS and placement on the agenda. It is also submitted to the Deputy Provost/ Vice Provost for Academic Programs.

Faculty Administrative Manuel (FAMs): FAMs are policy recommendations from the Faculty Senate, which are sent to the Provost and President for approval. The President has approved an overwhelming majority of all FAMs presented to date.

DECISION PROCESS: The FAMs are reviewed by the Faculty Affairs Committee, Executive committee of the senate and then full senate. It then

goes to the Academic Affairs Council (which is comprised of faculty, staff and administrators) before it is sent to the Provost and President for signature. There is faculty feedback in all components prior to signature.