

Amherst College faculty governance notes

April Bernard

Historical dominance of faculty in governance structure—a traditional fact there, somewhat challenged by the recent and now-departed president Tony Marx. (New President is Carolyn “Biddy” Martin.)

Elected faculty body is Committee of Six (faculty members). You must “run” for the committee if you are not on leave; term is 2 years. This is the only elected body; elections take place on the floor of the Faculty Meeting.

Committee of Six meets for 3 hours weekly with the President and Dean of Faculty—faculty sets the agenda. They deal with tenure and reappointments and ALL general college business as it arises, including deciding who should serve on the Standing Committees: crucially, Curriculum and Budget. (There are many other Standing Committees, including ones on Discipline, College Housing, Admission and Financial Aid, etc.)

Committee of Six reviews who on the faculty is doing what (other college service on ad hoc committees and working groups, dept. chairs, etc.) and recommends to the Dean who should be asked to serve. The Dean then extends the “invitations,” really more commands, since the Dean controls the perks and few say no. Those very few who DO say “no” are “punished” within the community (according to my source) by denial of merit raises, extra funding, and by a kind of social shunning.

The Committee of Six sets faculty meeting agendas (six or seven meetings, roughly every 2 weeks, each term. Tuesday afternoons, late)—which are chaired by the President or the Dean. As I recall myself, lots of very heated debate on substance characterizes those meetings.

In general, except for the obviously onerous 2 years on Committee of Six (and my friend had been at Amherst for more than 20 years before she was elected), committee work seems far more streamlined and less preoccupying than at Skidmore. It is unusual for even the standing committees on Budget and Curriculum to meet for as much as an hour a week.

Carlton College faculty governance notes

Mehmet Odekon

1. Elected President of the Faculty runs the faculty meetings and the elected Secretary of the Faculty takes the minutes.
2. There is a Coordinator of Senior Faculty Development.

3. The Standing Committees are:

- * Faculty Affairs Committee (our FEC) oversees the general welfare of the faculty, runs election and makes appointments to standing and/or ad hoc committees and task forces. President of the Faculty is on the committee.
- * Faculty Personnel Committee (our CAPT). President and Dean are members of the Committee. If a committee member is from the same department as a candidate, she recuses herself but is replaced with a former member of the committee from the same discipline. The replacement does not participate in discussions and does not vote but serves as a resource person.
- * Education and Curriculum Committee (somewhat our Curriculum Committee).
- * Faculty Curriculum and Planning Committee (our CEPP). Membership: Dean, Assoc. Dean, and elected faculty members of Education and Curriculum Committee.
- * College Council (our IPPC) formulates non-curricular policies.
- * Faculty Judiciary Committee for faculty discipline issues.

Other Committees:

Budget Committee
 Faculty Grants Comm.
 Comm. on Student Life

Mount Holyoke College faculty governance notes **Jörg Bibow**

As far as standing committees are concerned, the faculty governance structure at Mount Holyoke College appears to be somewhat leaner but with more concentrated responsibilities and authority than at Skidmore. Overall, the service burden stemming from faculty governance is, however, hard to judge as the picture on ad hoc committees is unclear.

The “Faculty Conference Committee” [our FEC], consisting of 5 faculty members serving four-year terms, stands at the center of faculty governance at Mount Holyoke College. Nominations for membership to this committee are made by petition, followed by nominations on the floor of the Faculty. The FCC’s responsibilities and authority are far-reaching.

Most importantly, there exists a direct channel of communication between the FCC and the Board of Trustees. The FCC and the corresponding “Trustee Conference Committee”

formed by the BOT constitute the “Joint Conference Committee,” which meets at least once a year and has the duty “to promote mutual understanding and a spirit of cooperation between the Faculty and the Board of Trustees, and to that end to consider any question of an educational character, or any other question affecting the general welfare of the College, that the Trustees or the Faculty may bring before said committee.”

Apart from providing a conduit of information between the Faculty and the BOT, the FCC’s functions also include: “address issues of governance and conflicts between Faculty members and other entities at the College,” “represent Faculty interests in discussions of benefits,” “set the agenda of Faculty meetings in consultation with the President and Dean of Faculty,” “assign issues to appropriate committees at its discretion,” “make nominations for all elected committees and most appointed committees, except itself,” “oversee the revision and style of faculty legislation,” “in consultation with the President of the College, appoint an ad hoc committee to conduct a periodic review of the Dean of Faculty and submit a report to the President,” for instance.

The other standing elected committees are:

- - Academic Priorities Committee [our CEPP and CC combined]
- - Advisory Committee on Admissions and Financial Aid
- - The Advisory Committee on Appointments, Reappointments, and Promotions (5 faculty plus Dean of Faculty serving as Chair while President shall be present as an observer with voice). [our CAPT]
- - The Faculty Affirmative Action Committee
- - Committee on Appeals [our TAC/TRB and Grievance Panel]
- - The Advisory Committee on Multicultural Community and College Life [our CIGU perhaps]
- - The Faculty Grants Committee [our FDC]
- - The LITS Advisory Committee Responsibilities and Authority [our former IRC]
- - The Faculty Committee on Planning and Budgeting (5 Faculty for 4 years, 3 Administrators): participates in the various phases of the College’s budgeting and planning process. [our IPPC-subcommittee]

Standing appointed committees:

- The Academic Administrative Board
- The Committee on Fellowships
- The Frances Perkins Steering Committee
- The Committee on Graduate Work
- The Committee on the Health Professions

The President of the college is a member of all committees of the Faculty, except the Faculty Conference Committee and the Faculty Appeals Committee elected by the Faculty.

Regular monthly faculty meetings are held during the academic year at which 100 members of the voting faculty [out of a 200-member faculty] constitute quorum.

Nominations to standing committees of the Faculty are made by the presentation of a partial slate by the Faculty Conference Committee. Additional nominations can come from the floor of the Faculty meeting or be made by submission of names in writing to the Secretary of the Faculty by any five members of the Faculty. The voting normally takes place at the next regular meeting of the Faculty. I was told that Mount Holyoke "culture" is such as to produce sufficient peer pressure preventing opt-outs except for very rare cases.

The DOF [the position of which was recently combined with the VPAA position as at Skidmore], after consultation with the Faculty Conference Committee, appoints members of standing appointed committees.

After a full term of service, members of all standing committees become ineligible for re-election or reappointment for a period equal to that of the committee term of service.

Regarding conditions for reappointment and tenure the *Faculty Handbook* states that "Effective teaching and growth as a scholar together constitute the prime criterion for reappointment and promotion. They should be regarded jointly, since effective teaching, especially continued effective teaching, depends in good part upon the continued scholarly growth and vitality of the teacher. Decisions on reappointment and promotion also should take account of the individual's demonstrated contribution to the life of the College, to the work of the department, and to the affairs of the larger community. But this consideration by itself is normally secondary." In practice, I was told, this amounts to a 40/40/20 rule. There are regular reviews of Associate Professors (starting in the fourth year in rank and every three years thereafter) regarding progress toward promotion to full. There are regular (five-year) reviews of full Professors.

Swarthmore College faculty governance notes **Barbara Black**

Governance at Swarthmore is not extensively explained in the *Faculty Handbook*. There is one small section, which I've pasted below, in the Handbook. Note too below how membership gets determined. I then went to the Provost's Office website, where it promised to list the standing faculty committees. There are 14 of them in total; some are analogous to ours, while others are quite different.

I've also included below language from the Handbook on criteria for tenure/promotion. You will see that Swarthmore gives priority to two areas: scholarship and teaching.

...from their Handbook...

3. COMMITTEES OF THE FACULTY

In a small academic community, members of the faculty participate significantly in the life of the institution. There are a large number of committees on which faculty members serve. A list of standing faculty committees with the current membership of each is sent to

the faculty by e-mail each year and is posted on the Provost's Office website. The President and Provost consult the Committee on Faculty Procedures before the President makes assignments to these committees. A number of ad hoc committees are appointed from time to time to perform specific temporary duties.

Because extensive committee work may impinge on concentrated teaching efforts and the ability of faculty members to meet the demands of research and scholarship, the College attempts to confine committee responsibilities to matters of some importance. Wherever possible, faculty committees are spared routine administrative work, and the College attempts to distribute the burden of committee work equitably and in accordance with the preferences of faculty members. Faculty members are usually not assigned to standing committees during the first year of appointment.

Two important elected faculty committees are the Committee on Faculty Procedures and the Council on Educational Policy. Both have six faculty members, elected for staggered terms of two years, with the President and the Provost as ex officio members. The Committee on Faculty Procedures is responsible for the agendas for faculty meetings, for various matters concerning faculty procedures generally, and for consulting with the President on assignments to standing committees of the faculty. The Council on Educational Policy (which in addition has three student members, two appointed by Student Council, one elected) is concerned with matters of basic academic policy. Matters of educational philosophy that might involve the College in a fundamental change in academic policy normally are referred to this committee. Matters involving possible modification of existing policy are normally referred to the Curriculum Committee. The Curriculum Committee is also asked from time to time to implement faculty curricular decisions such as the revised Honors program and the new program for minors.

About tenure/promotion...

The principal criteria in decisions about reappointment with continuous tenure are teaching and scholarship. Other contributions to the College community and, where relevant to the College's purposes, service in the larger community will also be considered. Balance in the composition of the department concerned and of the faculty at large, as well as preservation of flexibility in the educational program of the College, are important considerations. An individual's promise as a teacher is judged in the light of demonstrated ability to teach, including the ability to inspire students to acquire knowledge and to think critically as well as the ability to convey knowledge clearly and cogently based on mastery of the subject. Promise as a scholar is evaluated in terms of an individual's potential contribution to the creation of new knowledge or to the reorganization in creative ways of existing information. Scholarship will be considered in the light of publications, effective research, or other activities (such as professional consulting and advising) that contribute to the advancement of knowledge. In considering teaching and scholarship together, strong teaching is regarded as the first responsibility of the College; but strong teaching is not to be equated with popularity, nor is it regarded as probable in the absence of strong scholarship. Service to the institution, to the College

or larger community, or to society directly is considered as an extension of professional responsibility to the conditions and consequences of teaching and learning and may be taken into account as it pertains to the purposes and program of the College.

--excerpted from the Swarthmore Faculty Handbook

Williams College faculty governance notes

Paul Sattler

Faculty Meetings

- Meetings are held one WEDNESDAY each month at 4:00.
- Agenda is set by the President and the Faculty Steering Committee (like our FEC).
- At each Faculty meeting there is an open Q&A period.

Elections

- Elections for the faculty positions on several standing committees — the CAP (like our CAPT), CEP (like our CEPP), Faculty Steering Committee (like our FEC), Faculty Compensation Committee, and Faculty Review Panel (like our TRB)— take place at faculty meetings.
- Balloting for nominations occurs during a Faculty meeting.
- The election then occurs at the following month's meeting.
- Voting ballots are cast and counted (and results announced) during the meeting.

Committees

- There are two types of committees at Williams College: standing and non-standing.
- Standing committees are permanent committees created by a vote of the Faculty, and change in composition requires Faculty approval.
- Non-standing committees are not permanent and can be created without a vote of the Faculty.
- Each Spring, Faculty are asked to indicate their preferences for assignments to committees.
- Term for most committees is two years (except CAP, which is three years).

Faculty Steering Committee

- The FSC is most broadly and directly responsible for representing Faculty concerns.
- The FSC sets the Faculty meeting agenda with the President.
- The President consults with the FSC on appointments of the DoF, Provost, Dean of College, and other administrative positions.
- The FSC meets periodically with the Executive Committee of the Board of Trustees.

A list of Williams' many permanent committees:

note: the numbers indicate (# of Faculty – # of Administration/Staff – # of Students):

Committees Dealing with Faculty Appointments and Promotions

Committee on Appointments and Promotions (CAP) (3-3-0)

Faculty Interviewing Panel (6-0-0) This group weighs in on every Faculty hire. No administrators.

Faculty Review Panel (12-0-0)

Committees Dealing with Faculty Governance

Faculty Steering Committee (FSC) (6-0-0)

Committees Dealing with Intellectual Life and the Curriculum

Advisory Committee for Jewish Cultural & Academic Events Chapin Library Committee (3-2-0)

Committee on Educational Policy (CEP) (7-4-6)

Committee for Human Sexuality and Diversity Faculty Lecture Series Committee (3-0-0)

Honorary Degrees Committee (3-2-4 and Trustees)

Information Technology Committee (ITC) (4-5-3)

Lecture Committee (4-0-4)

Library Committee (3-4-3)

Winter Study Program Committee (5-1-4)

Committees Dealing with Institutional Policy and Resources

Advisory Committee on Shareholder Responsibility (ACSR) (2-2-2 and Alumni)

Calendar and Schedule Committee (3-2-3)

Campus Environmental Advisory Committee (CEAC) (4-3-6)

College and Community Advisory Committee (3-5-3)

Committee on Admission and Financial Aid (CAFA) (4-10-0) Committee on Diversity and Community (CDC) (8-2-8)

Committee on Priorities and Resources (CPR) (4-4-3)

Faculty Compensation Committee (FCC) (8 to 10-0-0) *No Administrators*

Science Executive Committee (11 to 13-0-0)

Committees Dealing with Student Life and Academic Standing

Committee on Undergraduate Life (CUL) (5-3-6)

Athletics Committee (6-0-0)

Committee on Academic Standing (CAS) (6-4-0)

Honor System Committee (4-1-8)

Discipline Committee (8-1-8)

The governance structure and composition of the President's senior staff is further elaborated in the college's 2007 *Accreditation Self-Study*:

"The President's main assistants form the Senior Staff. Three members are faculty: the Dean of the College, Provost and Treasurer, and Dean of the Faculty. Reflecting a long-established tradition that has served the College well, this collaborative approach to governance is expressed institutionally in three ways.

First, as noted, three members of Senior Staff — Dean of the Faculty, Provost, and Dean of the College — are appointed from the faculty after consultation by the President with the Faculty Steering Committee and then normally return to the faculty ranks after the completion of their terms (typically three to six years). While the resulting frequency of turnover entails some drawbacks, the arrangement improves communication and understanding between the administration and the faculty, not least because the people appointed to those three senior administrative positions remain members of the faculty and already have considerable experience working with their colleagues in a variety of ways. As a result, there is much less of a perception of separation between faculty and administration at Williams than at other colleges and universities (Higher Education Research Institute (HERI) *Faculty Survey* for 2004-2005, pp. 25-6, in Team Room), which in turn enhances their ability to work collaboratively. This arrangement for filling senior administrative positions also benefits the College by creating a pool of experienced faculty leaders who can continue to serve their departments and the College as a whole after the completion of their administrative terms. Indeed, the significant number of former deans and provosts from Williams who over the past few decades have become presidents of liberal arts colleges attests to the effectiveness of this system of developing faculty leadership.

By providing multiple venues for collaborative work and the sharing of views between faculty members and administrators, this committee structure ensures that the faculty has extensive input into the formulation and implementation of policies in all areas of College life and that it plays an important role in the management and oversight of College affairs. The strategic planning process that President Schapiro initiated earlier this decade, which involved the collaborative work of numerous standing committees and administrative offices and resulted in significant curricular reforms, a substantial reconstruction of student residential life, and several major building projects, demonstrates how our governance structure promotes cooperation between faculty and administration in the review, development, and implementation of College policies.”

If you are interested in Williams’ evaluation procedures for tenure:

<http://wiki.williams.edu/display/handbooks/Non-tenured+Faculty+Evaluation>

and promotion to Full Prof.

<http://wiki.williams.edu/display/handbooks/Tenured+Faculty+Evaluation>