

## **Chapter 2: The Pacific University Governance System**

### **2.1: Overview of Governance System**

#### **2.1.1 Objectives**

The central objective of Pacific University's governance system is to provide a framework whereby policies will be developed and established, and decisions will be made which are best for the education of the students of Pacific University. Related objectives are: (1) to delegate specific responsibilities for improving teaching and academic performance to each college or school; (2) to provide clarity regarding the respective responsibilities of administrators, alumni, faculty, staff, students and trustees; (3) to provide orderly communication; (4) to provide procedures whereby the ideas of each member of the university community may receive reasonable consideration; (5) to provide a judicial system wherein just and equitable treatment will be facilitated; (6) to recognize the primary right of each student to pursue their academic studies without undue interference.

#### **2.1.2 Major Elements of the Governance System**

The main elements of the governance system are the following:

1. The President of the University and other administrative officers
2. University Faculty
3. Faculty Senate
4. University Council
5. ASPU, Undergraduate Community Council, Professional Students' Council, Alumni Council
6. Staff Senate
7. University Standing Committees, as described in Section 2.5
8. University Judicial System, as described in Sections 2.13 and 2.14
9. Ad hoc committees and individual assignments established from time to time by the responsible governance unit or the Board of Trustees. (As the term is used in this governance system, the Board of Trustees and its committees are not themselves "governance units.")

#### **2.1.3 Term of Office**

Those elected or appointed members of the governance system not on continuous appointment shall assume their duties at the beginning of the academic year in the fall. The term of each person shall end when the successor for the respective office assumes the office.

#### **2.1.4 Relationship to the Board of Trustees**

The Board of Trustees has the ultimate responsibility for the management and welfare of Pacific University under the Charter granted by the State of Oregon. This governance system has been designed to provide the Board of Trustees and its committees with an open

information-gathering system relative to all aspects of campus policy development and decision-making, and to delegate a portion of the responsibilities of the Board of Trustees to responsible governance units. The Board of Trustees may review, approve, modify, refer back with instructions or deny any action or proposed action by any governance unit or individual, or may initiate policies or directives as, in its judgment, are necessary or desirable. However, it is the intention of the Board of Trustees that (1) the policies or directives initiated or indicated after review shall be general in nature, and further, (2) that except in a case deemed by it to be an emergency, policies shall be adopted and budgetary action shall be taken by it and its committees only after the respective governance unit or units, and officers of administration with responsibility have had a reasonable opportunity to perform their functions with respect to the matter as provided in this governance system. Additionally, on matters pertaining to academic standards, curriculum, and methods of instruction, the Board of Trustees recognizes the preeminent role of the faculty, and that faculty concurrence is necessary to achieve the educational goals of the University.

### **2.1.5 Open Meeting Policy**

All meetings of the University Council and the University Standing Committees are open to members of the University community, unless otherwise stipulated in a committee's bylaws or operating procedures. The Chair of the University Council or of the University Standing Committees reserve the right to call an executive session when necessary to conduct committee business.

## **2.2: Definition of Terms and Voting Eligibility**

### **2.2.1 Definition of Terms**

1. **POLICY:** rules that guide and determine present and future decisions.
2. **COMPONENT GROUP(S):** the set of persons included under the designations of alumni, administrators, faculty, staff, and students.
3. **ALUMNI:** graduates of Pacific University with earned or honorary degrees and such other former students as are designated by the Alumni Council. The Alumni Council is the official organization for the alumni of Pacific University.
4. **ADMINISTRATOR(S):** non-tenured persons who administer policy. They include the President, vice presidents including the Provost, the academic deans, the Dean of Students, the Registrar, the Vice-President of Student Affairs and Dean of Students, and any other persons so designated by full-time administrative notices of employment. For the purposes of personnel issues such persons are not considered faculty.
5. **FACULTY:** persons contracted by the University for primarily teaching, research, library services, or other scholarly pursuits, or administrative assignments carrying academic rank. The term "faculty" includes full or part-time faculty appointments with such other designations as teaching faculty, research faculty, clinical faculty, studio faculty, coaching faculty, and professors emeriti.
6. **FULL-TIME FACULTY:** teaching, library and research faculty with full-time notices of appointment who carry classroom teaching, laboratory teaching, clinical teaching, research, coaching or library assignments equal to at least 62.5% of the contracted

- services for the academic year. Such faculty include tenured, tenure-track and non-tenure-track faculty. Persons holding administrative contracts with academic rank are not considered full-time faculty.
7. PART-TIME FACULTY: persons contracted by the University for teaching, research, library services, or other scholarly pursuits, or administrative assignments carrying academic rank, but whose appointments are less than full-time.
  8. ADJUNCT FACULTY: an open-ended appointment, without stipend and without tenure; a person of substantial professional caliber who may or may not hold a professorial position elsewhere; usually appointed for specific instructional tasks such as guest lecturing, the supervising of research, or the supervising of clinical activities.
  9. STAFF: those persons employed by Pacific who do not have faculty or administrative status, including such designations as staff personnel, administrative staff, maintenance staff, and secretarial staff.
  10. STUDENT(S): the term "student" includes all persons enrolled in the University, both full-time and part-time, pursuing undergraduate, graduate, or professional studies, as well as those who attend post-secondary educational institutions other than Pacific University, and who reside in University residence halls. A person is enrolled in the University when they accept the University's offer of admission to a course of study. Persons who are not officially enrolled for a particular term but who have a continuing relationship with the University are considered students.
  11. FULL-TIME STUDENT: any student enrolled for a full-academic load as defined by the current catalog.
  12. TRUSTEE(S): those members of the Board of Trustees elected in conformity with the Charter and Bylaws of Pacific University.
  13. GOVERNANCE UNIT or GOVERNANCE STRUCTURE: collective terms, including administrative offices, colleges, divisions, departments, standing committees, University Council, Alumni Council, etc.
  14. COLLEGES AND SCHOOLS: the major academic subdivisions within the University. These include the College of Arts and Sciences, the College of Optometry, the College of Education, and the College of Health Professions. The College of Health Professions includes the Schools of Dental Health Science, Occupational Therapy, Physical Therapy, Pharmacy, Professional Psychology and Physician Assistant Studies.
  15. ACADEMIC DEANS: the Deans of the College of Arts and Sciences, the College of Education, the College of Optometry, the College of Health Professions, the Dean of Pharmacy, and the Dean of Psychology. The Academic Deans, apart from the Deans of Psychology and Pharmacy, report to the Provost. The Deans of Psychology and Pharmacy report to the Executive Dean of the College of Health Professions.
  16. PROGRAM DIRECTORS: a full-time or part-time faculty member who has primary administrative responsibility for one of the professional schools in dental health science, occupational therapy, physical therapy, physician assistant studies, or health care administration. The program directors report to the Dean of the College of Health Professions.
  17. DIVISION CHAIRPERSON: a full-time faculty member who is responsible to the Dean of the College of Arts and Sciences for overseeing one of the Divisions within the College of Arts and Sciences.

18. EX OFFICIO: positions filled within the governance system by virtue of the office named. Each member ex officio is fully empowered to exercise all the rights, obligations, and voting privileges of the given governance's structure or office unless otherwise stated.

### **2.2.2 Voting Eligibility**

1. Voting Administrator: all persons holding full-time administrative contracts are eligible to vote with their component group.
2. Voting Alumni: all persons elected to the Alumni Council by the alumni are eligible to vote with their component group.
3. Voting Faculty: all full-time faculty are eligible to vote with their component group or at a meeting of the University Faculty, or in their appropriate college faculty meeting. The President, the Provost and academic deans are considered voting faculty at the college and University Faculty level. Part-time faculty will have the privilege of the floor at all meetings but are without a vote. Part-time faculty and administrators carrying academic rank other than the President, the Provost and academic deans may be given voting privileges.
4. Voting Staff: all permanent staff, as defined in the Staff Handbook, are eligible to vote in an election of their component group.
5. Voting Students: all currently enrolled students may vote in any election of their component group, or in an election called by the Associated Students of Pacific University (ASPU), the Undergraduate Community Council or the Professional Students' Council.

### **2.2.3 Governance Unit Voting Procedures**

Except where there is a conflict of interest, each voting member of any governance unit is entitled to vote on all issues before that body. Normally, the chairperson will vote only in the event of a tied vote. Upon the request of any one member, the chairperson shall order a vote by secret ballot.

A committee may record its decisions and actions by consensus, provided there is unanimous agreement to use this procedure. All committee votes or consensus opinions must be entered into the minutes for the permanent record. Unless the deliberations are of a confidential nature, as in personnel matters, the normal distribution of minutes will include the Library for deposit in a permanent file.

A quorum for all committees is constituted by the presence of more than half of the membership at a regularly called meeting.

*Robert's Rules of Order* shall be used to govern the conduct of business unless an alternate procedure is described within the governance system.

## **2.3: University Council, Faculty Senate, and Staff Senate**

The University Council, the Faculty Senate, and the Staff Senate are the principal deliberative bodies for faculty and staff involvement in campus governance. As detailed in 2.1.4, the ultimate policy-making authority of the University lies with the Board of Trustees. Within this framework, however, all policy decisions delegated by the Board of Trustees to the University Council and the Faculty Senate are divided into four categories.

1. Non-academic "minor" issues that are handled exclusively within the University Council.
2. Academic affairs such as, but not limited to, curriculum issues, faculty research issues, and faculty personnel issues and procedures covered in Chapter 4 of the University Handbook, including criteria for promotion and tenure, that are decided by the Faculty Senate.
3. Non-academic "major" issues, after review and recommendation by the Staff Senate, are reviewed and decided initially by the University Council. These issues are then passed to the Faculty Senate where proposals are reviewed, subjected to possible amendment, and then given a final vote.
4. Issues with both substantial academic and non-academic components. In these cases, the academic components are voted on first by the Faculty Senate, then are sent to the University Council for deliberation and vote on non-academic components after review and recommendation by the Staff Senate. The full proposal is then returned to the Faculty Senate for final review, possible amendment, and final vote on the full proposal, including both its academic and non-academic components. (For the special cases of new programs, as well as reduction or termination of existing programs, the procedures in Chapter 7, sections 7.3 and 7.5, would apply.)

The intent of this division of responsibility is to ensure that the Faculty Senate has exclusive control over academic policy matters. The University Council functions as the deliberative body for non-academic policy. The faculty via the Faculty Senate (or the full University faculty if a decision is appealed to the full faculty) functions as the deliberative body on all major policy decisions. All decisions taken by either the University Council or the Faculty Senate are sent to the President of the University for approval. In cases when the President rejects a policy approved by the Faculty Senate or wishes to go forward with a policy rejected by the Faculty Senate, the President may make a contrary recommendation to the Board of Trustees.

The University Council and the Faculty Senate determine on their own what issues fall into the category of solely "academic" or solely "non-academic" questions. However, either body may challenge such determinations by the other body by stating in writing why a given issue should be regarded as having both "academic" and "non-academic" components. In the event of such a challenge, the policy in question will automatically be placed in category 4) of "issues with both substantial academic and non-academic components" and follow the procedures indicated for that category. Any residual disagreements about how to categorize a particular question will be resolved through consultation between the Chair of the University Council and the Chair of the Faculty Senate.

For proposals that have been received by the University Council and determined to represent potential major changes in policy, the Staff Senate shall review and deliberate the

issue and forward its recommendation to the University Council before the next meeting of the Council and before the matter is forwarded to the Faculty Senate.

In their deliberations on policies in their respective areas of responsibility, the University Council, the Staff Senate, and the Faculty Senate will keep each other informed about their deliberations and consult with each other when appropriate. This relationship will include, at a minimum, the following forms of communication and interaction:

1. Information and consultation. Even when the University Council or the Faculty Senate has primary responsibility for a policy, the other bodies, including the Staff Senate, will be formally informed when an issue is placed on the formal agenda and when it is scheduled for final decision. They will also be provided with the basic data and documents being used in the policy deliberations. Within 15 days or at its next regularly scheduled meeting (whichever comes later), the University Council or the Faculty Senate may request that the other body engage in formal consultation about the agenda item. This request will be in writing and include a brief rationale for the request.
2. Decisions and reconsiderations. After taking a deciding vote on any agenda item, the decision of either the University Council or the Faculty Senate will be formally sent to the other body and forwarded to the University President for review. Within 15 days or at its next regularly scheduled meeting (whichever comes later), the University Council or Faculty Senate may request in writing that the other body reconsider its decision to address a specific list of concerns. The body asked to reconsider its decision is required to discuss the concerns raised and take a new and final vote on the proposal, inform the other body of its decision, and transmit the decision to the University President.

## **2.4: University Council**

As indicated in the previous section, the University Council is the primary faculty and staff deliberative body for major and minor non-academic policy. It is primarily responsible for recommending minor non-academic university policies directly to the University President, and for recommending major changes in university policies to the faculty, the President, and the Board of Trustees for final approval. Major policies will normally have university-wide significance, and will require a thorough study to be undertaken, including an analysis of the attendant financial implications.

The University Council shall determine what non-academic policies are major and what are minor. The Chairperson may at any time change a policy under consideration from minor to major policy status. (Section 2.4.4 below describes how a component group can request a reconsideration of a University Council decision, or how a component group can initiate a request for a new university policy)

The University Council shall recommend major university policies to the University Faculty Senate, which normally exercises the decision making power of the full University Faculty. If the Faculty Senate does not approve the policy recommendation, the University President can either 1) present both the University Council and the faculty positions to the Board

along with his/her own recommendation or 2) refer the issue back to the University Council and Faculty Senate for further study.

#### **2.4.1 Additional Functions**

The University Council will also:

1. Operate as a committee on committees. In this capacity, the University Council shall coordinate specific tasks assigned to the various governance committees, including standing and ad hoc committees, special task forces, and others in accordance with adopted policy.
2. Monitor how effectively and efficiently the governance system is functioning, and recommend revisions when necessary in the rules, procedures, and structure of the system.
3. Receive and review the annual budget report in accordance with adopted policy.
4. Develop rules and procedures to ensure accurate and timely information flows between the university-wide governance system, the college-wide governance systems, and the university community generally. This would include, but not be limited to, 1) university archives, and 2) the maintenance of the university handbook, and other policy manuals.
5. Make appointments to the university standing committees after consultation with the component groups.
6. Oversee annual elections by component groups for governance positions to ensure that elections are held in an orderly and timely fashion.
7. Develop and maintain rules and procedures that will facilitate its deliberations. Copies of these rules and procedures will be available to the university community upon request.

#### **2.4.2 Membership: Twenty-five (25)**

The membership will consist of administrators, faculty, students, staff and alumni to ensure meaningful input and availability of information from the major University groups:

1. The President. (non-voting)
2. Provost. (serves as Chair of the Council)
3. Vice President for Finance and Administration, Vice President for University Relations and the Vice President for Information Services. (non-voting) (3)
4. Academic Deans from the Colleges of Arts and Sciences, Education, Health Professions and Optometry (4)
5. Vice President of Student Affairs and Dean of Students.
6. Chairperson of the University Faculty. (serves as Vice-Chair of the Council)
7. Chair-elect of the University Faculty.
8. Chairperson of the Staff Senate.
9. Vice Chairperson of the Staff Senate.

10. Two faculty elected by the College of Optometry to include the Chairperson of that faculty. (two-year overlapping terms recommended)
11. Two faculty elected by the College of Arts and Sciences to include the Chairperson of that faculty. (two-year overlapping terms recommended)
12. Two faculty elected by the College of Education to include the Chairperson of the faculty. (two-year overlapping terms recommended)
13. Two faculty elected by the College of Health Professions to include the Chairperson of the faculty. (two-year overlapping terms recommended)
14. Student Body President, College of Arts and Sciences.
15. Chair, Professional Student Council.
16. President of the Alumni Council or their designee.

### **2.4.3 Chairperson and Vice Chairperson of the University Council**

1. Chairperson:  
The Provost will serve as Chairperson of the University Council. Responsibilities include:
  1. Chairing all University Council meetings.
  2. Establishing the agenda for meetings in consultation with the President, the Vice Chairperson and others as deemed appropriate.
  3. Communicating official University Council actions, resolutions, or requests to the appropriate university bodies; receiving and reviewing the responses of said bodies.
  4. Providing for the overall administration of the University Council. This includes providing secretarial services to take and process Council minutes.
  5. Discharging such other duties as are prescribed by the University Council.
2. Vice Chairperson:  
The Vice Chairperson will be the Chairperson of the University Faculty. Responsibilities include:
  1. Chairing all University Council meetings in the absence of the Chairperson.
  2. Assisting the Chairperson in establishing the agenda for meetings.
  3. Discharging such other duties as are prescribed by the University Council.

### **2.4.4 Reconsiderations and Initiatives**

1. Reconsideration. Any component group may petition the University Council to reconsider a major or minor policy decision, providing the petition is submitted within fifteen days of the decision. In the case of a minor policy, the petition may also be for reconsideration to major policy status.

All such petitions will be sufficient if made by a majority present at a regularly called meeting, or by one third (1/3) of that group's full-time membership. In the case of alumni, the Alumni Council shall act by majority vote to initiate a petition. In the case of students, the General Assembly shall act by majority vote or by one third (1/3) of the associated students. In the case of faculty, each college is considered a component group.

The petitioning group shall provide with the petition its written reasons for requesting reconsideration. The University Council shall develop adequate hearing and review procedures with respect to such petitions.

The University Council shall then approve, alter or reject the position(s) presented in the request for reconsideration.

2. Initiative. Any component group may initiate a proposed policy or amendment to an existing policy by a majority vote at a regularly called meeting, or by written petition of a majority of its membership. (Component groups are described above under Reconsideration.) The proposed policy or amendment shall be presented to the University Council for its consideration.

## **2.5: University Standing Committees**

University standing committees are advisory to the President, the University Council, and the Faculty Senate, as well as to specific senior administrators. Committees are responsible for discharging their specific designated functions and for reporting regularly to either the University Council or the Faculty Senate on their deliberations and activities. Committees are expected to prepare written reports for posting on the appropriate portion of the University's governance website.

The following University standing committees report to, and bring proposals for action to the University Council. The senior administrator to whom each is linked is included in the following list:

1. Admissions and Financial Aid  
*Vice President of Student Affairs and Dean of Students*
2. Health and Safety Advisory Committee  
*Vice President for Finance and Administration*
3. Budget Advisory Committee  
*Vice President for Finance and Administration*
4. University Benefits and Compensation Committee  
*Vice President for Finance and Administration*
5. Undergraduate Community Council  
*Vice President of Student Affairs and Dean of Students*
6. Professional Student Council  
*Vice President of Student Affairs and Dean of Students*
7. University Technology Committee  
*Vice President for Information Services*
8. Peer Review Board (see Chapter 5)  
*Vice President of Student Affairs and Dean of Students or designee*
9. Student Judicial Council (see Chapter 5)  
*Vice President of Student Affairs and Dean of Students or designee*
10. University Hearings Panel  
*Provost*

11. University Sustainability Committee  
*Provost*

The following University Standing committees report to, and bring proposals for action to the Faculty Senate:

1. University Personnel Committee  
*Provost*
2. Curriculum and Standards  
*Provost*
3. Honors and Awards Committee  
*President*
4. University Standards & Appeals Board  
*Provost*
5. Institutional Review Board  
*Provost*
6. Institutional Animal Care and Use Committee  
*Provost*

With the exception of the University Personnel Committee and the Institutional Review Board, whose faculty members are elected, and the Institutional Animal Care and Use Committee whose faculty members are appointed by the Provost, and of those administrative officers who serve ex-officio, either the University Council or the Faculty Senate appoints members of the standing committees. Student members are nominated by their respective governing bodies. Staff members are nominated by the Staff Senate. Faculty members are nominated by their respective academic units. In April of each year, these nominations will be submitted to the University Council and the Faculty Senate for approval.

Each committee will elect a chairperson and a secretary unless otherwise specified. Administrative members may serve in any of these roles, with the exception of the Chairperson and Vice-chairperson of the University Personnel Committee. Students will not normally serve as committee officers. The Chairperson is responsible for chairing the meetings, and distributing a written agenda at least three days before each meeting. The Chairperson is also responsible for reporting on committee activities to the University Council or Faculty Senate. The secretary is responsible for recording and maintaining a complete collection of approved and signed committee minutes. This record must be carried forward from one year to the next. With the exception of minutes recording confidential personnel actions or action on student appeals, all minutes should be posted on the University's governance website and placed in the library archives. The secretary is responsible for checking the completeness of the record maintained in the library.

### **2.5.1 Standing Committees reporting to the University Council**

#### **2.5.1.1 Admissions and Financial Aid Committee**

1. Functions:

The Admissions and Financial Aid Committee's responsibilities include the following:

1. Reviewing admissions standards and policies for the University.
2. Reviewing policies for the awarding of financial aid to eligible students of the University.
3. Acting as an appeal board for disputed admissions, decisions, and making recommendations to the Vice President for Student Affairs and Dean of Students.
4. Acting as an appeal board for disputed decisions on financial aid awards, and making recommendations to the Vice President for Student Affairs and Dean of Students.
5. Studying trends in the relationship between admissions and financial aid in order to monitor the effects of policy decisions.
6. Reviewing procedures and membership of any special selection committees used in admitting students to professional schools.
7. Coordinate faculty travel and recruiting responsibilities as they relate to admissions.

2. Membership and Officers: Twelve (12)

1. Vice President for Student Affairs and Dean of Students
2. Nine faculty members
  1. three Arts and Sciences faculty (should include one with professional schools advising experience)
  2. two Optometry faculty
  3. two faculty of the Health Professions
  4. two Education faculty
3. Two students, one appointed by the Undergraduate Community Council and one appointed by the Professional Student Council
4. The chair of the committee will normally be the Vice President for Student Affairs and Dean of Students

### **2.5.1.2 Health and Safety Advisory Committee**

The Health and Safety Advisory Committee is established to comply with the requirements of OAR 437-01-765 and federal OSHA guidelines. The committee is charged with the responsibility of developing, recommending for implementation, and coordinating health and safety activities in the campus community.

1. Functions:

The Health and Safety Advisory Committee's responsibilities include the following:

1. To create and maintain a continuing interest in safety by all campus community members.
2. To anticipate and provide preventative solutions to campus safety hazards.
3. To conduct regular inspections of the campus facilities, grounds, and campus environment to identify safety issues, and to ascertain whether all safe practices are being followed.

4. To perform accident analysis, including written recommendations for future prevention.
5. To provide assistance in advising on the purchase of safe equipment, and to ensure that safety concerns are included in the design of equipment and building layout.
6. To establish disciplinary procedures.
2. Membership: Twelve (12)
  1. A representative designated from Facilities Management
  2. A representative designated from the College of Arts and Sciences faculty
  3. A representative designated from the Professional Colleges faculty
  4. A representative designated from Human Resources
  5. A representative from the Staff Senate
  6. The Director of Property and Auxiliary Services
  7. The Health and Safety Manager
  8. A representative from Campus Public Safety
  9. The Chemical Stockroom Manager/Hazardous Materials Manager
  10. A representative from the Student Health Center
  11. A representative from Student Life
  12. A student representative
  13. In compliance with government regulations, volunteers from the campus community will be added to the committee with the permission of their supervisors
3. Term of Office:

Representatives of the academic programs, Staff Senate, Facilities, and Human Resources shall serve two year terms. Persons may serve more than one term.
4. Relationship between the Health and Safety Advisory Committee and other campus entities.
  1. The Campus Public Safety and Environmental Health and Safety officers are charged with providing an immediate response to accident and incident scenes, as well as the writing of incident reports.
  2. Human Resources is charged with providing the committee with OSHA accident summaries, copies of Supervisors' Accident and Illness Reports, incident reports, worker and supervisor analysis forms, and any appropriate summaries from the workers' compensation carrier.
  3. The Campus Public Safety and Environmental Health and Safety offices have the primary responsibility for preparing, scheduling, and presenting formal training programs to the campus community. These will be coordinated with Human Resources.

### **2.5.1.3 Budget Advisory Committee**

The University budget should reflect strategic institutional priorities, as well as ongoing and new operational needs, and should be constructed with campus representation. Though ultimate authority for budgetary decisions rests with the Board of Trustees, based on recommendations from the President and the recommended budget prepared by the Vice President for Finance and Administration, various university constituencies must have a meaningful voice in the allocation of funds. Constituencies represented on the Budget

Advisory Committee include administration, faculty, staff, and students. The work of faculty and staff and the quality of student education rely on adequate funding; therefore, budgetary decisions should be informed by the views of these constituencies.

1. Functions:

Functions of this committee include communication and commentary on current budgetary issues, recommendations for the use of strategic initiative funds, and participation in discussions regarding long-term university fiscal goals and policy.

1. Liaison and advisory role of the committee:

1. The BAC is a liaison with University constituents regarding proposed operational budgets.

1. In February / March, the BAC receives a summary prepared by the Vice-President for Finance and Administration of proposed operational budgets for the next 3 fiscal years for academic and non-academic departments. BAC members review this summary with their constituents and assist constituents in addressing any concerns or questions to the appropriate person, committee or forum.

2. The BAC provides advice regarding strategic initiative priorities, in accord with the current year's Strategic Initiative & Operational Budget Timeline.

1. In February, the BAC reviews with their constituents the final combined summary prepared by the Vice-President for Finance and Administration of academic and non-academic proposed strategic initiatives for the next three fiscal years, along with the President's Cabinet's prioritized list of university strategic initiatives for the next three fiscal years. The BAC then deliberates in committee and develops recommendations concerning these initiatives. The BAC's recommendations regarding strategic initiative priorities are conveyed to the President's Cabinet and University Council by written report.

2. Communication role of the committee:

1. The BAC facilitates communication with the university community about the budget.

2. The BAC schedules and hosts a fall-term meeting each year for the university community to review the Three-Year Strategic Budget, based on the university's Strategic Plan.

3. The BAC schedules and hosts a spring-term budget forum each year for faculty, staff and students to discuss the three-year proposed operational and strategic budgets.

4. The BAC schedules and hosts a spring-term budget forum each year, coordinated by the undergraduate student representative to the committee, for students to discuss the three-year proposed operational and strategic budgets.

5. A summary of proposed strategic initiatives and the next three years' proposed budgets are published in a spring edition of the *Index*.

6. The BAC reviews executive summaries of the proposed Operations Budget, provided by the Vice-President for Finance and Administration, with its constituents to inform them and to receive

any concerns/questions. BAC members convey their constituents' concerns/questions to the full BAC for discussion with the Vice-President for Finance & Administration.

2. Membership: Eleven (11)

Members include:

1. Vice President for Finance and Administration
2. Provost/Vice President for Academic Affairs
3. Five faculty members, with three-year staggered terms, with three from the professional programs and two from the College of Arts and Sciences
4. Two students, with one-year terms, with one from the professional programs and one from the College of Arts and Sciences
5. Two staff members, with three-year staggered terms, elected by the Staff Senate.

Chair. The committee shall elect its chair from the committee's faculty and staff members. Because the committee's purpose is to provide a voice in the budget process outside of the administration, an administrator may not chair the Budget Advisory Committee.

3. Meetings

The committee shall meet monthly, September through May; the committee may decide to cancel a meeting or to hold an additional meeting.

4. Fiscal Policy

Policies developed by the administration that aid in setting budgetary goals and that aid in decision-making require vetting by the university community to achieve adequate concurrence. The Budget Advisory Committee provides the venue for the administration to present such policies and to receive community comments.

#### **2.5.1.4 University Benefits and Compensation Committee**

1. Functions:

The University Benefits and Compensation Committee is responsible for the following activities:

1. The regular review of university employee benefits and compensation policies.
2. Analyzing benefits and compensation practices of similar institutions for comparison to the University's benefits and compensation policies.
3. Making recommendations to the University Council on issues pertaining to benefits and compensation.

2. Term of Office:

Representatives serve three year staggered terms. Persons may serve more than one term. The chair will be selected by the committee from those that will return the following year, and will serve one year.

3. Membership: Twelve(12)

1. Five faculty:

1. two from the College of Arts and Sciences
2. one each from the Colleges of Education, Optometry, and Health Professions

2. Five staff members elected by the Staff Senate.
3. Director of Human Resources, *ex-officio*
4. Vice President for Finance and Administration, *ex-officio*

### **2.5.1.5 University Technology Committee**

The University Technology Committee serves as a catalyst to explore the implications of new technologies as they impact the university community. It encourages exploration of topics of interest concerning how new technologies affect our educational mission, and how the University can best use promising innovations. It represents the diverse interests and needs of the University community.

1. Functions
  1. To represent the university community in evaluating and recommending technology policies
  2. To advocate for and support innovative integration of educational technologies
  3. To evaluate and recommend the allocation of infrastructural resources.
2. Membership: Fourteen (14)
  1. five faculty members:
    1. two from the College of Arts and Sciences (one from B.A. granting departments and one from B.S. granting departments)
    2. one each from the Colleges of Education, Optometry, and Health Professions
  2. Two staff members selected by the Staff Senate.
  3. Four student members:
    1. one selected by Pacific Undergraduate Community Council to represent the College of Arts and Sciences
    2. three selected by Professional Programs Council with one student representing each of the Colleges of Education, Optometry, and Health Professions
  4. One library faculty member selected by Library faculty
  5. One at-large member selected by the Vice-President for Academic Affairs/Provost.
  6. Vice President for Information Services, *ex-officio*
3. Term of office  
Faculty and Staff members will serve three year overlapping terms. The student member will serve a one year term.
4. Officers
  1. Chair, elected by committee and will serve a two-year term
  2. Secretary, elected by committee and will serve a one-year term
5. Relationship: The committee serves in an advisory capacity and will report directly to University Council.

### **2.5.1.6 University Sustainability Committee**

1. Functions

1. To promote environmental awareness and sustainability among faculty, staff and students.
  2. To make policy recommendations to the University Council, Faculty Senate, Staff Senate and Student Governance designed to:
    1. promote a safe and healthy environment for all who live and work at the University.
    2. promote environmentally sound ecological (air, land and water) stewardship practices.
    3. promote throughout the University community conservation of resources, energy efficiency, waste reduction and recycling, pollution prevention, increased reliance on renewable resources, and other measures consistent with sustainable living.
    4. further long-range environmental planning by the University.
    5. assist the University in carrying out its civic responsibilities in the area of the environment.
  3. To oversee a biannual University-wide assessment process to ensure strong environmental performance and to share the assessment with members of the University community.
  4. To encourage faculty members to work with staff and students to develop opportunities within the framework of academic courses to conduct research on campus and local environmental issues; and to ensure that such research is shared with the Sustainability Committee and appropriate officials within and outside the University so that the results can be used to formulate improved policies and programs.
  5. To encourage faculty members to incorporate the principles of sustainability into their courses.
  6. To design and to coordinate environmental programs on campus as directed by the President.
2. Membership and Officers (14).  
The University Sustainability Committee will consist of the following members, appointed by the University Council:
1. Five faculty members:
    1. two Arts and Sciences
    2. one Optometry
    3. one Health Professions
    4. one Education
  2. Five students, three nominated by the Pacific Undergraduate Community Council and two nominated by the Professional Programs Council.
  3. Four representatives nominated by the Staff Senate
  4. The committee shall elect its chair from among the committee's faculty and staff members.
  5. The Provost and Vice President of Finance and Administration will serve as ex-officio members of the committee without vote.

Faculty and staff membership is for a period of two years (staggered terms). Students may be appointed for one year.

### **2.5.2 Standing Committees reporting to the Faculty Senate**

### 2.5.2.1 University Personnel Committee

1. Functions:

The University Personnel Committee's responsibilities include the following:

1. Recommending policies to the Faculty Senate for appointment, evaluation, promotion, tenure, and severance of faculty, senior administrators, (those who report directly to the President) and academic administrators. (those holding positions carrying academic rank)
2. Recommending individual faculty members to the President for indefinite tenure.
3. Reviewing, for consistency with standards, recommendations for promotion forwarded by the colleges. (Each college will have a college-level committee for making recommendations on promotions.) The University Personnel Committee may request reconsideration by the college-level committees, but may not reverse the college-level recommendations.
4. Making recommendations to the President on promotions for administrators holding academic rank, and for faculty whose appointments extend beyond or are outside one of the colleges. (for example, joint appointments)
5. Meeting with the President to review performance evaluations of senior administrators and selected academic administrators.
6. Making recommendations to the President on severance actions for individual faculty, senior administrators, and academic administrators.
7. Making recommendations to the President and the Faculty Senate for the creation or discontinuance of senior administrative positions.

2. Membership: Sixteen (16)

The Personnel Committee will consist of the following members:

1. Eleven (11) elected (tenured) faculty members: These faculty should be members of their respective college-level committees dealing with personnel matters:
  1. Five tenured faculty elected by the Faculty of the College of Arts and Sciences.
  2. Two tenured faculty elected by the Faculty of the College of Education.
  3. Two tenured faculty elected by the Faculty of the College of Health Professions.
  4. Two tenured faculty elected by the Faculty of the College of Optometry.
2. The Dean of Arts and Sciences, the Dean of Education, the Dean of Health Professions, and the Dean of Optometry.
3. The Provost. (non-voting member)

3. Term of Office:

Faculty members will be elected to three-year terms. The college-level nominating committees shall place at least two names on the ballot for each vacancy. At least one nominee must be a tenured full or associate professor, and all nominees must be full-time tenured faculty. Nominations may also be made from the floor. No faculty member may serve more than two consecutive terms.

4. Voting Provisions:

1. Policy decisions require a simple majority of the members present and voting for approval.
2. Recommendations on individual personnel matters require eight votes for approval, or eight votes to negate a proposed action. No voting member who has not declared a conflict of interest, and who has participated in the deliberations may abstain from voting.
5. Relationship between the University Personnel Committee and the College-Level Committees:

Each of the four faculties of the University (Arts and Sciences, Optometry, Education, Health Professions) will have a faculty-level personnel committee, whose membership will include that faculty's representatives on the University Personnel Committee. Although the detailed responsibilities of the faculty-level committees will be determined by the respective faculties, they should include:

1. Making recommendations on policies for promotion and tenure criteria, evaluation, appointments, and other related personnel issues to the dean or appropriate academic administrator, and to the faculty.
2. Making recommendations to the dean or appropriate academic administrator for transmittal to the Provost for promotion of faculty within that college. (These recommendations will be reviewed for consistency with University standards by the University Personnel Committee. The University Personnel Committee may request reconsideration by the faculty-level committees, but may not reverse the faculty-level recommendations.)
3. Making preliminary recommendations, either by formal vote or through general discussion via the dean or appropriate academic administrator, to the University Personnel Committee on tenure and severance cases.
4. Making recommendations regarding second-year evaluations of faculty to the dean or appropriate academic administrator.
5. Providing annual evaluations for all probationary faculty to the appropriate head of department, and to the dean or appropriate academic administrator.
6. Providing recommendations on the renewal of all faculty term and reappointment contracts to the dean or appropriate academic administrator.

#### **2.5.2.2 Curriculum and Standards Committee**

1. Functions:

The University Curriculum and Standards Committee meets on an as-needed basis to review curricular issues which affect the University. Review does not imply approval responsibility. The committee may raise concerns and make recommendations to the responsible college or school or to the Faculty Senate. This committee shall not become involved in curricular detail, such as the approval of individual course descriptions, or minor or major requirements within the colleges or schools, which are left to college-level and school groups. The issues for which the all-University committee might be convened include the following:

1. Review of general education requirements for graduation.
2. Review of pre-professional requirements for professional schools.
3. Review of general standards for graduate programs.

4. Review of standards and policies used in defining and discouraging plagiarism and academic cheating.
  5. Review of requirements for interdisciplinary degrees involving more than one college or school.
  6. Review of requirements for major programs affecting significant numbers of pre-professional students. (i.e. Visual Science)
  7. Review of standards for grade usage and units of academic credit awarded.
  8. Review of policies involving the academic calendar.
2. Membership: Thirteen (13)

The members of the Curriculum and Standards committee should overlap with the membership of the faculty-level committees which handle curricular issues. They should include:

1. The Provost (Chair)
2. Four academic deans or program directors representing each of the four Colleges
3. The Registrar
4. Five faculty
  1. two from the College of Arts and Sciences
  2. one from the College of Optometry
  3. one from the College of Health Professions
  4. one from the College of Education
5. Two students, one appointed by the Undergraduate Community Council, and one appointed by the Professional Student Council

At the discretion of the faculty-level committees, individual representatives of the faculty-level committees may be substituted for assigned members of the all-University committees for discussion of particular issues.

### **2.5.2.3 University Honors and Awards Committee**

1. Functions:

The University Honors and Awards Committee is responsible for recommending to the President individuals for honorary awards. At least once each year the Committee will solicit recommendations from the University Community for the following awards: University Service Award, Honorary Degree, Distinguished Professor, Faculty Achievement Award, Junior Faculty Development Award, Community Service Award, and Emeritus status.

In addition the Committee shall:

1. Recommend new awards or changes in existing awards to the Faculty Senate and Staff Senate.
2. Recommend to the Faculty Senate and Staff Senate the criteria to be used in determining eligibility for each of the awards.
3. Establish rules and procedures for processing each of the awards. These rules and procedures are subject to review and approval by the Faculty Senate and Staff Senate.

2. Membership: Seven (7)

Membership consists of the President or his/her designate, and six faculty members. The faculty members will be as representative of the academic areas of the University as is practicable, and should have a minimum of five years of service at Pacific. The faculty members will be appointed to overlapping three-year terms.

#### **2.5.2.4 University Standards and Appeals Board**

1. College Academic Standards Committees:

Each of the colleges of Pacific University will have a formal academic standards committee which will carry out academic policy review, hear and rule on issues of student academic progress, alleged unprofessional conduct, or issues of alleged violation of the Academic Code of Conduct.

Membership on college academic standards committees shall be determined by those colleges, according to standard procedures. Members of the college level academic standards committees shall not serve simultaneously on the University Standards and Appeals Board (USAB).

2. University Standards and Appeals Board Functions and Procedures:

All requests for appeals of rulings by college academic standards committees shall be submitted in writing to the Provost within ten (10) University working days after the ruling is received by the student. The Provost shall then convene a University Standards and Appeals Board to review the request. If the USAB determines that there is sufficient reason for an appeal (see below), all relevant parties shall be notified in writing that an appeal review will commence.

Appeals must be explicitly justified for at least one of the following reasons:

1. Evidence of error in procedure by a college academic standards committee;
2. New evidence sufficient to alter a decision;
3. Evidence that the sanction(s) imposed was not appropriate to the severity of the violation.

The review process shall commence in a timely fashion, subject to the availability of all concerned parties, but not to exceed twenty (20) University working days following the receipt of the initial request for appeal by the Provost. Any request for extension of the commencement of the Appeals Board review process, either by the student or any other involved party, including the Appeals Board itself, must be by formal written request to the Provost and communicated to all other involved parties. The chair of the college academic standards committee will be invited to the initial Appeals board meeting for consultation. If the USAB determines that a hearing will be held, all individuals who will be called upon to give testimony, including the chair of the college academic standards committee, will be given at least five (5) University working days prior notice of the hearing date.

Following a decision that an appeal hearing will be held, each member of the University Standards and Appeals Board will be provided with a copy of the procedural details of the appeals process. Each member also will be provided, in a timely fashion, with a complete copy of the student file, including all letters, recorded and/or transcribed proceedings, and relevant actions by the college academic standards committee and administrators. These latter materials shall not be further copied or reproduced and shall be returned to the Provost for destruction upon completion of the appeals review process.

The Board will limit its scope to reviewing the policies and procedures as they apply to the case. Hearings require the presence of all 9 members; alternates will attend and vote in place of an original member when necessary.

3. Outcomes of USAB Hearings:

1. Evidence of error in procedure by the college academic standards committee.

If the USAB finds that a procedural error has occurred at the college level, it can overturn the decision made by the college academic standards committee or return the appeal to the college academic standards committee for reconsideration.

2. New evidence sufficient to alter the decision.

If new evidence is presented to the USAB that could alter the original decision, the case will be returned to the original college academic standards committee for reconsideration.

3. Evidence that the sanction(s) imposed was not appropriate to the severity of the violation.

The University Appeals Board *cannot* conclude that a sanction is inappropriate without the unanimous agreement of the voting members of the USAB. Should this occur, the USAB will notify the college level academic standards committee that they must reconsider the sanction.

Decisions of the University Appeals Board that are not returned to the original college academic standards committee are final.

The Provost's office will retain copies of the recorded and/or transcribed proceedings of each meeting and hearing by the Appeals Boards for a minimum of three (3) years after the appellant has left Pacific University.

4. Membership: Nine (9)

1. Registrar or designee (non-voting member)
2. Six tenured or extended-term full-time faculty members:

1. Two members from the college of Arts and Sciences
2. One member from the College of Health Professions
3. One member from the College of Optometry
4. One member from the College of Education
5. One member from any college or program mutually agreed upon by the appellant and the Provost

Four alternate members are designated, one from each College (non-voting, unless serving in place of a full-time member).

3. Two Students
  1. one appointed from the Undergraduate Community Council (and one additional undergraduate student as an alternate)
  2. one appointed from the Professional Student Council (and one additional graduate student as an alternate).

#### 5. Terms of Office

Full-time faculty members will be selected by each college according to its own procedures (e.g., appointment, election, etc.) for three-year staggered terms. An alternate faculty member will serve in place of a USAB member in cases of conflict of interest, or if the member is unavailable. As faculty members end their three-year terms on the USAB, they serve for one additional year as an alternate, if possible. Faculty members will be elected annually to serve as chair and chair-elect of the USAB by the Board. Students are appointed for one year.

### **2.5.2.5 Institutional Review Board**

Foundation: The Institutional Review Board operates under the Code of Federal Regulations (CFR), Title 45 Part 46 and Title 21 Part 56, adopted by the Department of Health and Human Services and the Food and Drug Administration, commonly abbreviated 45 CFR 46 and 21 CFR 56, respectively. Where appropriate, references to the relevant sections of the CFR are included below.

1. Functions: The Institutional Review Board assesses the relative risk(s) to human subjects participating in research projects. It reviews project proposals and oversees on-going projects consistent with federal regulations and international conventions.
2. Membership: Fourteen (14). The Institutional Review Board will consist of the following members:
  1. Twelve (12) elected members with vote. Ten (10) are faculty members, including at least two (2) faculty members representing the College of Arts and Sciences; at least one (1) faculty member representing each of the Colleges of Education and Optometry; at least one (1) faculty member representing each of the following Schools in the College of Health

Professions: School of Professional Psychology, Physician Assistants, Occupational Therapy, Physical Therapy, Pharmacy, and Dental Health Science (45 CFR 46.107 and 21 CFR 56.107). Two (2) are members of the community who are not otherwise associated with Pacific University (45 CFR 46.107(d) and 21 CFR 56.107(d)); preference for one (1) member will be given if s/he can act as a formal advocate for protected populations, such as prisoners. Members are nominated by the university community, including administrators, and elected by the sitting members of the Institutional Review Board based on eligibility requirements delineated in 45 CFR 46.107 and 21 CFR 56.107. Elections are confirmed by the University Council

2. Two (2) ex officio members without vote. These are the Provost and his/her Administrative Assistant.

3. Term of Office:

1. Voting members are elected to staggered terms of three (3) years. Multiple terms are allowed.
2. Officers of the Institutional Review Board, including but not limited to Chair, Vice Chair, and Secretary, will be elected by the sitting members of the Institutional Review Board.

4. Voting Provisions:

3. Votes on research proposals will only be conducted in the presence of a quorum of voting members, defined as a majority of the members. In the event a voting member is recused, the remaining members must still constitute a quorum. (45 CFR 46.107(e) and 21 CFR 56.107(e))
4. Votes for approval require a simple majority of members present and eligible to vote. (45 CFR 46.108(b) and 21 CFR 56.108(c))
5. All deliberations and votes are confidential.

5. Relationship between the Institutional Review Board and other campus entities: 45 CFR 46.112 and 21 CFR 56.112 – Review by institution

“Research covered by [these policies] that has been approved by an IRB may be subject to further appropriate review and approval or disapproval by officials of the institution. However, those officials may not approve the research if it has not been approved by an IRB.”

While Institutional Review Board decisions of disapproval are final, concerns regarding the review process will be addressed by the Provost.

### **2.5.2.6 Institutional Animal Care and Use Committee**

## **2.6: Faculty Organization**

The full-time teaching, library, and research faculty of Pacific University shall organize themselves to best improve teaching, scholarship, and academic accountability. Any internal organization or actions of the colleges and schools are subject to review and approval by the University Council, the President, and the Board of Trustees.

Each college and school, under the leadership of its dean or program director, will have the responsibility for developing its own academic standards, (including grading), curriculum and professional goals, providing its activities are not detrimental to, or in conflict with, the programs of another college or school, or general University requirements.

### **2.6.1 University Faculty Participation in Governance**

All faculty must have the opportunity to share in governance, and each should be willing to contribute the time and effort to fulfill governance responsibilities consistent with the mission of the faculty in teaching and scholarship.

Although all constituent parts of the University community need to be effectively involved in policy-making, full-time faculty members of any university have a unique relationship to the mission of the institution and a unique capacity to play an independent and responsible role in shared university governance. The professional academic credentials of faculty give them the primary expertise and preeminent responsibility for carrying out the educational mission of universities. As the American Association of University Professors (AAUP) states in its description of the faculty role,

The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It is desirable that the faculty should, following such communication, have opportunity for further consideration and further transmittal of its views to the president or board.

"Statement on Government of College and Universities"  
([www.aaup.org/statements/Redbook/Govern.htm](http://www.aaup.org/statements/Redbook/Govern.htm))

Moreover, the granting of indefinite tenure creates a mutual, long-term, legally binding relationship between the faculty and the University that other employees do not have and gives faculty a special stake in the long-term success of the University. In addition to guaranteeing faculty rights essential to the preservation of academic freedom, the institution of tenure allows faculty members to take strong and independent positions on major governance issues without worrying about the possibility of administrative reprisal. This special relationship of the faculty to the university is the basis for granting the faculty primary responsibility for academic policy but also for giving faculty a powerful voice in other major policy discussions.

### **2.6.2 General Functions of the University Faculty and the Faculty Senate**

Working in cooperation with the University Council, the Faculty Senate governance structure is intended to create a more transparent and effective shared governance system. Normally, the decision-making power of the full University Faculty will be exercised by the Faculty Senate. The Faculty Senate has primary responsibility for policy development on issues directly related to academic policy, faculty personnel, and faculty research. The University Council's participation in these areas is in a consultative role. On other policies of a non-academic nature, the University Council retains the primary policy-making role. Policies deemed to be "minor" are decided by the University Council alone. Policies deemed to be "major" are formulated by the University Council and then passed on to the Faculty Senate for final approval. The Faculty Senate, acting as the representative of the full University Faculty, may amend policies referred to it by the University Council.

### **2.6.3 All-University Faculty Meetings**

The full University Faculty will have only two regular annual meetings – one at the fall conference in August and a second in early February. These meetings will be devoted primarily to community building, workshops and seminars for professional development, and broad ranging discussion of major issues and opportunities facing the University. They will also deal with any policy decisions formally referred or appealed to the full faculty from the Faculty Senate. However, if there are no such decisions pending that require a vote of the University Faculty and the administration feels no urgent need for a February faculty meeting, the February meeting will be cancelled. A special meeting of the full University Faculty may also be called by a majority vote of the Faculty Senate.

The Faculty, via the faculty chairs, will determine dates for the faculty meetings in consultation with the deans and directors during the fall of the previous academic year. Colleges will arrange schedules to enable all full-time faculty to attend each conference. Written notice of a faculty meeting together with an agenda must be submitted at least seven (7) days in advance of the meeting. The Faculty Senate may place an item on the official agenda of the University Faculty Meeting by informing the Faculty Chair of that item at least thirty days prior to the scheduled meeting. Within thirty days of the meeting, adding Faculty Senate or other items to the agenda is at the discretion of the Faculty Chair.

### **2.6.4 University Faculty Officers**

1. The faculty will be chaired by one full-time member of the university faculty elected by the university faculty. That person will serve a term of one year.
  1. The Faculty Chair will be responsible for officiating at university faculty meetings, sitting on the University Council as a voting member, organizing all-faculty meetings and conferences, facilitating communication between the administration and the university faculty with the Faculty Chair-elect.
  2. The position of University Faculty Chair will alternate between the College of Arts and Sciences and the professional programs

2. Each year the university faculty will elect a University Faculty Chair-elect at the All Faculty Conference the year before the term of office begins. That person will serve a term of one year and after that one-year term will become University Faculty Chair.
  1. The Chair-elect will be responsible for taking minutes at university faculty meetings, maintaining the all-faculty list-serve, sitting on the University Council Steering Committee, sitting on the University Council as a voting member, organizing all faculty meetings and conferences and facilitating communication between the administration and the university faculty with the faculty chair.
  2. The position of university Chair-elect will alternate between the College of Arts and Sciences and the professional programs. If the Chair is from the College of Arts and Sciences, the Chair-elect will be selected from the professional programs. If the Chair is from the professional programs, the Chair-elect will be selected from the College of Arts and Sciences.

### **2.6.5 Role of the University Faculty Senate**

Academic policy, faculty personnel issues and faculty research issues are the primary responsibility of the Faculty Senate. Other major policies are formulated by the University Council and referred to the Faculty Senate (rather than the full University faculty) for review, possible amendment, and final vote (as detailed in Section 2.3 above). In all cases, the University Council and the Faculty Senate will keep each other fully informed of all actions taken on all formal agenda items and, for many issues, will formally consult with each other before taking a final decision. All policies approved by the Faculty Senate will then go to the President and/or the Board of Trustees for the final decision. The Faculty Senate is not intended to have any power over curriculum policies or any other academic policies controlled within the individual Colleges, but only over University-wide academic issues that are appropriately under the authority of the full University Faculty. (See Chapter 7, sections 7.3 and 7.5, for procedures about approval of new academic programs, as well as reduction or termination of existing programs.)

### **2.6.6 Membership and Officers of the Faculty Senate**

The Faculty Senate will be comprised of approximately 21 members. The Dean of each College will certify to the Provost the number of full-time faculty with voting privileges. For each eleven (11) full-time faculty members (or fraction thereof), a College or other designated unit (the library) will be entitled to one representative in the Faculty Senate. As the faculty grows, these proportions will be adjusted to reflect changes in the relative size of the units while keeping the overall size of the Senate at 21 members. In addition to Faculty Senators, the Provost serves as an ex officio non-voting member.

Colleges (or the library) will elect representatives to the Senate in numbers that reflect the number of full-time faculty members with the right to vote in each of the unit faculty meetings. This election will be held according to procedures determined by the faculty of each unit. "Full-time faculty" is defined in section 2.2.1 #6 as persons "carrying academic rank" (except for those with administrative contracts) "who carry classroom teaching,

laboratory teaching, clinical teaching, research, or library assignments equal to at least 62.5% of the contracted services for the academic year." Each College determines which members of its full-time faculty have a vote in College meetings.

Senators will be elected for three-year terms on a rotating basis so that each year approximately one-third of the members of the Senate will be new members. In establishing the initial Senate membership, approximately one-third of the Senators will be elected for a one-year term, and one-third of the Senators will be elected for a two-year term. Senators may be elected for no more than two consecutive terms. Any College has the authority to recall any of its Senators for any reason at any time by a majority vote of the College faculty. The College then has the right to elect a new Senator to serve out the remainder of the term of the Senator who has been recalled.

In the spring of any year in which any College formally certifies to the Chair of the Senate that its faculty has grown to a number that entitles it to an additional member of the Senate, that College will elect an additional individual as Senator to assume office in September. Every three years (or whenever a new College is created), the representation of all of the Colleges will be reapportioned to reduce the total Senate back to approximately 21 members and reallocate the representation of each College in proportion to its full-time voting faculty.

Senators are expected to represent a sense of the majority of their constituencies on all policy issues. No opinions expressed, votes cast, or activities undertaken by any member of the Senate in his or her official capacity as a Senator shall ever be used against any faculty member in any personnel proceeding, except that personnel committees may include in their evaluation of faculty members any activities that led to a member of the Senate being expelled or otherwise sanctioned by a majority vote of the members of the Senate itself or recalled by a majority vote of his or her College.

Each year, the Senate will elect a Chair-elect. (In its first year, the Senate will elect a Chair of the Senate and a Chair-elect and then in each subsequent year elect a new Chair-elect.) The Chair and Chair-elect will each serve one-year terms in that office; after one year the Chair-elect becomes the Chair of the Senate.

The Chair of the Senate is responsible for chairing the meetings of the Senate, organizing the agenda of its meetings in consultation with the Chair-elect, supervising the work of the staff person assigned to the Faculty Senate, and representing the Faculty Senate to all outside bodies. The Senate Chair will work closely with the Provost to coordinate the business of the University Council and the Faculty Senate and will meet on a regular basis with the President of the University. During the one-year term of office, the Chair of the Senate will cast votes only in the event that the vote would create or break a tie vote among the other members of the Senate present and voting.

The Chair of the Senate will receive workload credit of one-eighth of his/her total workload (subject to the approval of the College of which he/she is a member). For other members of the Faculty Senate, this work will constitute the University service component of the members' workload and will not result in any additional workload credit (unless individual Colleges determine otherwise).

The Chair-elect serves as the secretary of the Faculty Senate and is responsible for taking the minutes of its meetings, working with the Chair of the Senate to discharge the Chair's functions, and substituting for the Chair of the Senate in his/her absence. At the end of the term of the previous Chair of the Senate, the Chair-elect will assume the duties of the Chair, and a new Chair-elect will be selected.

### **2.6.7 Faculty Senate Procedures**

As per section 2.2.3 the Faculty Senate will follow Robert's Rules of Order to govern the conduct of business. Applied to the Faculty Senate, Robert's Rules provide for a simple majority vote for most questions (with the exception of some procedural questions which require a two-thirds majority). Formal policy changes or new policies will require a simple majority vote to be formally received at one regularly scheduled meeting of the Faculty Senate and a second simple majority vote to be approved no earlier than the next regularly scheduled Senate meeting. In the interests of transparency, all votes in the Faculty Senate having the effect of final approval or rejection of official agenda items in the Faculty Senate will be recorded votes. No secret ballot votes will be permitted for any issue except the election of officers, and voice or other unrecorded votes will be permitted only for procedural motions. In rare instances, certain decisions taken by the Faculty Senate may be deemed of sufficient importance to require additional deliberation and a final vote by the full University Faculty. A decision may be appealed or referred to the full faculty after decision by the Faculty Senate in either of the following ways:

1. a two-thirds vote of the full-time, voting faculty of any one of the four Colleges at their next regular meeting or within 21 calendar days after notification of the Faculty Senate decision, whichever came later; or
2. an e-mail petition endorsed by one-third of the full-time faculty of the University as a whole within 21 calendar days after notification of the Faculty Senate decision.

The Senate members will be available to meet regularly once a month during the academic year and, at its discretion, possibly one or more times during the summer. The meetings of the Senate will be scheduled approximately two weeks after the preceding meeting of the University Council.

For an item to be placed on the official agenda of the Faculty Senate, one of the following procedures must be observed:

1. the University President may place items on the official agenda via the annual "State of the University" address or by a formal presentation in person by the President, the Provost, or a designated representative to a regular meeting of the Faculty Senate;
2. Deans of the Colleges may place items on the official agenda which they believe to be of concern to faculty beyond their respective Colleges;
3. the chair of the University Faculty and the chairs of the College Faculties may, by majority vote, place an item on the official agenda;
4. the faculty of any of the Colleges of the University, by majority vote, may place an item on the official agenda;

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5. any 10 full-time voting members of the University faculty may, by formal written petition, place an item on the official agenda;
6. any Standing Committee that reports to the Faculty Senate may, by majority vote, place an item on the official agenda; and
7. any Senator may by a formal motion, with the second of another Senator, place an item on the official agenda.

The formal agendas of both the University Council and the Faculty Senate will be posted on a University website accessible to all members of the University community. In addition, notice of future meetings where decisions are to be taken and minutes of meetings where decisions have been taken will be posted on this website in a timely manner so that everyone who wishes to get involved in the policy deliberations can follow the policy-making process. For each policy, this website will include the following:

1. a formal statement of the policy issue or charge,
2. an indication of the policy category to which the policy has been assigned,
3. a copy of any working documents and data that are being used in the deliberations on the policy,
4. a record of formal actions that have been taken,
5. official minutes of meetings of committees or other bodies that have formally considered the policy,
6. all official requests by either the University Council or the Faculty Senate for the other body to engage in consultation or reconsideration,
7. a schedule indicating when and where the next major decision regarding the policy is to be taken

The Faculty Senate will develop its own guidelines specifying procedures for election of officers and other details of its functions. The Faculty Senate will review its functions and procedures annually and revise them as needed. Copies of these rules and procedures will be permanently available on the Faculty Senate website.

### **2.6.8 Academic Deans and Program Directors**

The academic deans of the colleges and the program directors and deans of the schools are administratively responsible to the Provost. They shall regularly report to the University Council the various activities of their colleges and schools that are of general interest and concern. Furthermore, the academic deans and program directors are charged to communicate routinely to their colleagues and students the substantive actions of the University Council and the various standing committees. Upon request, the Provost, the academic deans, program directors, and the Vice President of Student Affairs and Dean of Students may appear before any governance unit on matters which they consider germane to their office.

### **2.6.9 The Division Chairpersons**

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The division chairpersons are considered full-time faculty members, and are eligible for elective faculty offices. They participate with the Dean of the College of Arts and Sciences in discussions of budget, curricular, and personnel matters.

## **2.7: Student Organizations**

Students at Pacific University govern themselves under their own constitution and through three distinct but interrelated groups: undergraduate students are represented by the Undergraduate Community Council (UCC); graduate and professional students are represented by the Professional Student Council (PSC); all students are represented by the Associated Students of Pacific University. (ASPU)

### **2.7.1 ASPU**

The Associated Students of Pacific University (ASPU) is the formal organization representing all students at the University. ASPU operates under its own University-adopted Constitution. Any major changes in the Constitution require approval by the University Council.

The main purpose of ASPU is to give students an opportunity to provide information, share concerns, participate in decisions affecting students, and to decide how student fee monies should be allocated.

ASPU shall serve as the communication link between students in the undergraduate college and in the professional college and schools.

ASPU will convene when a campus issue affecting all students arises. Recommendations are forwarded to the University Council.

ASPU is managed by the ASPU Executive Board whose membership will consist of three undergraduate students and three students from the professional students schools as follows:

1. The undergraduate representatives will be the Arts and Sciences Government Officers. (the President, the Vice-President, and the Budget Authority.)
2. Three members of the Professional Students' Council, including the chair.

The Arts and Sciences President and the Professional Students' Council Chair serve as co-chairs of the Executive Committee.

Issues will be decided by a majority vote. When a voting member is not present, there must be a written proxy, or the member must be contacted for their vote.

### **2.7.2 Undergraduate Student Government**

The function of the Undergraduate Student Government is to represent students in the undergraduate college in policy matters.

1. The Undergraduate Community Council

The Undergraduate Community Council's responsibilities include the following as they pertain to students in the College of Arts and Sciences:

1. Make recommendations on issues regarding undergraduate student life to be forwarded to the Dean of Students.
2. Make recommendations on budget and budget priorities to the Provost and to the appropriate budget units.
3. Make recommendations to the faculty via the appropriate committees, and to the Chair of the Arts and Sciences College faculty on issues pertaining to academic rules and curriculum in the College of Arts and Sciences.
4. Make recommendations to the appropriate responsible administrators on issues pertaining to admission and financial aid.
5. Advise on University-wide issues as appropriate.
6. Distribute and allocate student fees.
7. Nominate students to serve on University Standing Committees.
8. Preserve the Arts and Science College's identity as a self-defined, unified academic and social community within the larger structure of the University as a whole. Members of the Council will take the responsibility for communicating information derived from the Council's deliberations to their constituencies.

2. Membership: Twelve (12)

The Undergraduate Community Council will consist of the following members:

1. Five students from the College of Arts and Sciences, including the elected President and Vice President of the Arts and Sciences Student Government, and the Budget Authority serving one year terms.
  1. Three representatives from the residence halls (one from each hall) elected by the hall councils.
  2. Two elected representatives from off-campus students. The President or Vice President shall be counted as one of the off-campus members if applicable and the others will be elected.
2. Two members of the College of Arts and Sciences faculty appointed by the University Council, to serve a staggered two year term.
3. Three members of the University administration who shall serve as ex officio members, the College of Arts and Sciences (or designee), the Dean of Students, and the Director of Student Activities.

The elected President of the College of Arts and Sciences Student Government shall serve as chairperson of the Undergraduate Community Council.

3. Officers of Undergraduate Student Government

The Arts and Sciences Student Government will consist of a President, Vice President, and Budget Authority.

1. The President, elected from the undergraduate student body, will be responsible for the following:

1. The President will chair the Undergraduate Community Council (UCC)
  2. The President will serve as a member of the University Council.
  3. The President will co-chair the Executive Board with the Professional Student Chairperson.
  4. The President will oversee the daily duties and responsibilities of the Undergraduate Student Government, ensure proper allocation of funds, and supervise the budgeting process for Arts and Sciences.
  5. The President will supervise the elections of Student Government, except when the President is running for re-election, in which case the Vice President will assume responsibility.
2. The Vice President, elected from the undergraduate student body, will be responsible for the following:
    1. The Vice President will serve as vice-chair of the U.C.C.
    2. The Vice President will serve as a member of the University Budget Committee.
    3. The Vice President will serve as a member of the ASPU Executive Board.
    4. The Vice President will assume partial responsibilities for the day-to-day functions of the Arts and Sciences Student Government.
  3. The Budget Authority, elected from the undergraduate student body, will be responsible for the following:
    1. The Budget Authority will maintain the accounts of the finances of the Arts and Sciences student government.
    2. The Budget Authority will serve as a member of the ASPU Executive Board.
    3. The Budget Authority will prepare monthly financial statements for the President of Student Government and the Index.
    4. The Budget Authority will sign Van Request Forms, and ensure that each club has the money to pay for the vans in their account, or has otherwise made arrangements for payment.

### **2.7.3 Graduate Student Government**

Graduate students govern themselves through the Professional Student Council. Issues, policies and decisions affecting graduate students in Pharmacy, Dental Health Science, Optometry, Occupational Therapy, Physical Therapy, Physician Assistant Studies, Professional Psychology and Education are reviewed by the Professional Student Council, and recommendations are forwarded to the appropriate committees or individuals. The Council allocates the professional student fee budget; serves as a means by which graduate students communicate between schools; and articulates common concerns to the University. Representatives of the Professional Student Council choose a chair each fall.

#### **1. Professional Student Council**

The Professional Student Council's responsibilities include the following as they pertain to students in the Colleges of Optometry, Health Professions and Education.

1. Provide a voice for the opinions and concerns of professional students.
  2. Serve as a communicating link, both academically and socially, among the university community and the various colleges. (the Professional Colleges and the College of Arts and Sciences)
  3. Make recommendations to the Pacific University administration and facilitate communication between professional students and the administration.
  4. Advise on University-wide issues as appropriate.
  5. Distribute and allocate student fees.
  6. Nominate students to serve on University Standing Committees.
2. Membership: Ten (10)

The Professional Student Council will consist of the following members:

1. Eight voting members, consisting of a student representative from each of the School of Pharmacy, Dental Health Science, Professional Psychology, the School of Occupational Therapy, the College of Optometry, the School of Physical Therapy, the School of Physician Assistant Studies and the College of Education.
2. Two non-voting members: The University Provost and the Dean of Students.
3. The PSC shall elect one representative to sit on the Budget Committee. The Chair shall sit on the University Council.

## **2.8: Staff Senate**

### **2.8.1 Functions**

Staff employees are defined as being all employees other than faculty and administrators, including such designations as staff personnel, administrative staff, maintenance staff, secretarial staff, etc. Descriptions of staff responsibilities, working procedures, and benefits are to be found in the Staff Handbook.

The purpose of staff governance shall be to provide a forum for examination of common concerns and issues related to quality of life relative to the campus community. In fulfilling this purpose, a Staff Senate shall accept and share responsibility with the administration, faculty and students in all efforts to attain the stated vision of the University (tradition, transition, transformation).

It shall consider and recommend action on existing and proposed policies and procedures affecting staff, as well as any other matters related to the interests of the University, the campus community, and other stakeholders.

It shall promote and maintain effective channels of communication among staff, faculty, students, the administration, the Board of Trustees, and other stakeholders.

It shall develop and implement other goals and activities as determined by the Staff Senate to be consistent with its overall purpose and the mission of the University.

Version updated as of September 4, 2009

The Staff Senate shall uphold and advance the University's commitment to equal opportunity and appreciation of diversity in all its policies, procedures, decisions, appointments, and other actions.

### **2.8.2 Name**

The name of the staff organization shall be the Pacific University Staff Senate, hereinafter referred to as the Staff Senate.

### **2.8.3 Mission of the Staff Senate**

The Staff Senate serves as the official representative body of the University staff community by actively participating in campus governance. The Staff Senate shall foster a spirit of unity and cooperation, providing representation of non-faculty personnel in coordination with the Faculty and Student governing bodies. The Staff Senate shall also provide a forum for the exchange of information between members of the staff, administration, faculty, and students.

The Staff Senate shall contribute to the advancement of the University's mission and vision by supporting the educational environment of the institution.

### **2.8.4 Membership**

Elected Staff Senate positions are open to all benefit-eligible staff who have been employed by the University for a minimum of one year.

### **2.8.5 Structure**

The Staff Senate shall include an Executive Council elected from the Staff Senate membership at large. The Executive Council shall consist of the Chair, the Vice Chair, Secretary/Treasurer, the Chair of the Community-Building Committee, the Chair of the Governance Committee, and the Immediate Past Chair of the Staff Senate, *ex officio*.

### **2.8.6 Amendments**

Proposals to amend the operating policies and procedures of the Staff Senate may be forwarded by a formal motion supported by a majority (one over 50%) of Staff Senate voting members.

Proposals for amendments must be announced to the University Staff at least 10 working days before the issue comes up for a vote of the Senate. Proposals must be added to the Staff Senate meeting agenda according to standard procedure.

Proposed amendments shall require approval of two-thirds (2/3) vote of a quorum at a regularly scheduled Senate meeting, and are subject to approval by the University Council. Staff-at-Large (all employees classified as staff of the University) may vote for or against amendments to the operating policies and procedures of the Staff Senate.

### **2.8.7 Election of Senators and Officers**

Senators are elected members of the eligible Staff-at-Large and serve a two (2) year term. All staff may vote for Senators. Each Senator is responsible for representing the entire community. Any staff member can forward a name to the Nominating Committee or self-nominate to be included in the process. Nomination forms will be distributed in both hardcopy and electronic form (based on specified preferences of individual staff members), and posted electronically on the Staff Senate website by the end of January of each year. The Nominating Committee will contact all nominees to confirm intent to serve. An election by ballot will be held annually during the last full week of February (opens 9 a.m. Monday and closes 5 p.m. Friday).

Election of officers who will serve on the Executive Council will be held at the March Staff Senate meeting annually. New officers will assume their responsibilities on July 1st. All new and existing Senators (who will serve under the incoming Executive Council) will vote for new officers.

If a vacancy in the Executive Council should occur, the Executive Council shall have the authority to appoint a Senator to serve in the vacant seat. The appointment shall be affirmed by vote of the full Staff Senate at the next regular meeting.

If a vacancy in the Staff Senate should occur, the Senator's position shall be filled by a replacement. A special election will be held within 30 days to fill the vacancy. Special elections will follow the same process as a regular election.

### **2.8.8 Terms of Office**

The term of office for Senators is two consecutive years. No member may serve more than two full terms (4 years) consecutively. Any Senator serving two full terms can be re-elected after a one-year hiatus from the Senate.

The terms of the first-elected Senators shall be staggered in such manner that the terms of one-third (1/3) of the Senators will serve only one year; two-thirds (2/3) will serve for two years.

The term of office for Executive Council positions is one year. Any current Senator may be elected to a Council position. The Senate shall elect Executive Council positions annually. Any current Executive Council member can be re-elected into the same or another Council position during active terms.

### **2.8.9 Duties**

#### **1. Executive Council**

1. Receives requests for consideration on the Staff Senate agenda from any Staff Senate committee, representative, any individual staff community member, or faculty, student or administrative governing bodies.

2. Refers all requests for Staff Senate action to the appropriate committees for review or action.
  3. A special session may be convened to act on matters of immediate and general interest to the University which cannot wait for action by the Senate in regular session. Actions of this special meeting shall be reported to the full Senate at its next meeting and shall be subject to ratification by a majority vote of the Senate.
  4. Proposes ad hoc committees within the Senate as needed and to recommend membership of those committees.
  5. Monitors the work of all Senate committees to ensure completion of assignments and prevent any duplication of effort.
  6. Prepares meeting agenda for secretary to distribute to the Staff Senate members seven days prior to the next regular meeting.
2. Officers
1. Chair:
    1. Presides at all regular and special meetings
    2. Presides over the Senate Executive Council
    3. Ensures adherence to Senate regulations and policies
    4. Calls special meetings
    5. Authorizes disbursement of funds
    6. Meets monthly with the University President and Provost
    7. Meets on alternating months with Faculty Senate Chair and leadership of Student Government(s)
    8. Serves on the University Council
    9. Seeks active and routine liaison with President's Cabinet representative
  2. Vice Chair:
    1. Presides in the absence of the Chair
    2. Fulfills any term vacated by the Chair
    3. Chairs the Staff Professional Development Committee
    4. Secures/reserves meeting spaces for Senate operations
    5. Serves on ad-hoc Senate committees as assigned
    6. Meets monthly with the University President and Provost
    7. Serves on the University Council
  3. Secretary/Treasurer:
    1. Prepares minutes of all Staff Senate meetings and Executive Council meetings
    2. Ensures posting of minutes on-line and keeps copy for permanent record
    3. Distributes electronic copies of the minutes to each member within ten days after the meeting
    4. Distributes electronic copies of the agenda and attachments to the Senate seven days prior to the next scheduled meeting

5. Distributes electronic copies of the agenda, meeting minutes, and attachments to identified representatives of other governing bodies and other individuals as directed by the Executive Council
6. Chairs the Communication Committee
7. Maintains all records of the Staff Senate including fiscal records, mailing lists, makes authorized disbursements of funds
8. Presents the budget to the Senate for approval
9. Submits quarterly financial reports of expenditures to the Staff Senate

### 3. Senators

1. Senators are responsible for the flow of information, feedback and ideas, working as a cohesive and collective voice within the Staff Senate. They must remain open to all staff comments and recommendations. They will strive to facilitate improvements to the working environment of the staff. As a Senator, one will support the decisions of the full Staff Senate.
2. A minimum of seventeen (17) Senators will be maintained at all times.
3. Attendance at all meetings is required for a Staff Senator. A Senator may be excused from attendance by contacting the Executive Council Secretary. A Staff Senator who has two (2) unexcused absences shall be automatically removed from office and notified in writing.
4. Each Senator is required to sit on one (1) standing Staff Senate Committee or to serve as a Staff Senate Representative to an external University Committee. Senators must communicate matters of staff concern to said Committee and forward, as a group or individually, the discussions and actions taken at Committee level, to the Executive Council.
5. No opinions expressed, votes cast, or activities undertaken by any member of the Senate in his or her official capacity as a Senator shall ever be used against any staff member in any personnel proceeding.

#### **2.8.10 Minor and Major Policy Issues**

The Staff Senate operates under the ultimate policy-making authority of the Pacific University Board of Trustees as described in section 2.1.3 of this handbook. It is further recognized that the primary delegation of authority by the Board within the university is to the University President and the University Faculty who have a preeminent role on matters pertaining to academic standards, curriculum, and methods of instruction. While the Staff Senate does not hold policy-making authority in these areas, it does have a responsibility to consider agenda items and forward formal recommendations regarding the potential impact of decision- and policy-making on the full university community. By carrying out this responsibility, the Staff Senate offers the unique and informed perspective of its constituencies that should be included in deliberations by the ultimate policy-making bodies. Therefore, the Staff Senate will forward its recommendations to the University Council on

both minor and major policy issues consistent with the definitions in Section 2.3 of this handbook.

### **2.8.11 Meetings of the Staff Senate**

The Staff Senate shall hold one regularly scheduled meeting each month at such time as specified by the membership of the Senate. Satellite campuses will be included via appropriate technology. Special meetings may be called by the Executive Council or as specified in 2.8.9. Except for Executive Council sessions, all meetings of the Staff Senate shall be open to any member of the University community. A person who is not a member of the Staff Senate may not participate in discussions unless recognized by the Chair of the Senate, and does not have any voting privileges.

Student government officers (both Undergraduate and Professional Programs) shall be invited to present to the Staff Senate a minimum of one time per semester. The Staff Senate Chair shall meet with each student government annually (early in the fall semester) to notify them of the procedure for requesting items for inclusion on the Staff Senate agenda. Student government officers will be actively encouraged to communicate with the Staff Senate regarding student concerns.

A Faculty Senate representative shall be invited to attend the Staff Senate a minimum of one time per semester. The Staff Senate Chair shall seek to meet on alternating months with the leadership of all governing bodies, at which time the shared governance leadership shall discuss university-wide developments.

A quorum at all Staff Senate meetings shall be a two-thirds (2/3) majority of the entire Senate.

Minutes of its meetings shall be made available to the Staff Senate within ten (10) days after each meeting. After any corrections and/or additions and approval at the next regular meeting, the Secretary shall post the minutes to the Staff Senate official website. The Secretary shall disseminate meeting minutes to other governing bodies and individuals as identified by the Executive Council.

### **2.8.12 Agenda for meetings of the Staff Senate**

Meetings of the Staff Senate shall have an agenda that includes the time and place of the meetings, the order of business and copies of any relevant attachments. The agenda shall be posted seven (7) days prior to a regular meeting on the Staff Senate's official website. The Executive Council shall develop the agenda, prior to the full Senate meeting. However items may be added to the agenda, time permitting, at the meeting if approved by a majority of the Staff Senate representatives present. Agenda items shall be developed out of ongoing Staff Senate business, directives from the University President or President's Council, communications from other governing bodies regarding decision-making or policy-making agenda items for review, and requests from the university community.

Any staff, faculty, or student can request that an item to be placed on the agenda. The Staff Senate Executive Council shall consider these requests to determine their inclusion on or exclusion from the agenda based on the purpose of the Staff Senate, its priority of concerns, and the timeliness of items. The Executive Council reserves the right to re-route external requests for agenda items to appropriate other resources or governing bodies, as well as the right to return the request to sender with a brief explanation of why that item is not appropriate to the Staff Senate agenda. Non-senate members may seek inclusion on the Staff Senate agenda via:

1. Completion of the online agenda request form. (The form will also be made available in hard copy in the Staff Senate office).
2. Contacting a current Executive Council member via email, telephone, or in person and providing their request.

### **2.8.13 Standing Committees of the Staff Senate**

Standing Committees of the Staff Senate may include staff, faculty and/or students. The standing committees will include, but not be limited to:

1. The Staff Professional Development Committee- The Vice Chair will chair this committee. This committee will assist HR in providing and preparing staff development workshops and seminars; explore opportunities for staff to build strong and productive relationships across the campus community; and assist with the following endeavors:
  1. Leadership Opportunities
  2. Management Development Series (HR)
  3. Brown Bag Forums
  4. Technology Trainings
  5. Potential Staff Scholarship
  6. Staff Professional Development Leave Proposal submissions (forwarded to President's Cabinet for approval)
2. The Community Building Committee- The Community Building Committee Chair of the Executive Council will chair this committee. This committee is responsible for addressing and improving issues regarding staff morale that will assist in building a sense of community among staff, working with Senate Committees to promote staff involvement and organizing social functions. This committee will work towards fostering community spirit while conveying appreciation for all staff members and will assist with the following endeavors:
  1. Caring Committee (responds to staff/family medical crises, acknowledges birthdays, welcomes new employees, etc.)
  2. Holiday luncheon
  3. All-Staff Conference
  4. Idea Committee (organizes team-building activities such as "Bowling for Turkeys," pancake breakfast, holiday decorations)

5. Community Service/Volunteerism Clearinghouse (propose to develop a new information clearinghouse to assist staff in seeking active community participation and personal development through volunteerism and community service)
3. The Communications Committee- The Secretary/Treasurer will chair this committee. This committee will enhance communication between the Staff Senate, the staff and the campus community by assisting with the following endeavors:
  1. Coordinates publications through minutes, newsletters, listserves, web pages, brochures and publications
  2. Promotes and markets the Staff Senate to the campus community and University staff
  3. Is responsible for scheduling technology support for all meetings, i.e., video conferencing, language assistance, accessibility concerns, etc.
  4. Assists the Council in developing an annual open forum meeting for all university staff members as an opportunity to discuss issues of concern with the Staff Senate
4. The Governance Committee- the Governance Committee Chair of the Executive Council will chair this committee. This committee will assist with the following endeavors:
  1. Manages the integrity of the election process for the positions of the Senators and the Executive Council
  2. Monitors all staff senate vacancies
  3. Reviews the Staff Senate Constitution/By-laws on an annual basis, recommending needed revisions and/or amendments
  4. Ensures that all business conducted at the Staff Senate meetings complies with the Constitution/By-laws and most recent edition of Robert's Rules of Order unless an alternate procedure is described within the governance system
  5. Prepares and maintains Staff Senate organizational chart
  6. Maintains lists of members serving on the standing committees, university wide committees, and terms of office
5. Ad Hoc Committees
  1. Ad hoc committees shall be appointed by the Executive Council as needs arise, or as requested by a Standing Committee for special business under the committee's jurisdiction. Ad hoc committees shall elect a chairperson who will be charged with presenting the issues and responding with the committee's findings to the Senate.
  2. The term of an ad hoc committee shall be determined by the matter under consideration. Following the completion of its task(s), the ad hoc committee will disband.
  3. Ad hoc committees shall accept the tasks assigned to the group by the Executive Council; address the item in a responsible and timely manner; and make progress

reports on the group's activities to the Staff Senate, as well as a final report with/without recommendation(s).

4. Membership shall include a minimum of one Senate member.
  
6. University Council Standing Committees  
A minimum of one Senator will be appointed as representative to the standing committees as established by the University Council for staff representation:
  1. Budget Advisory Committee
  2. Benefits & Compensation Committee
  3. Technology Committee
  4. Health & Safety Committee
  5. New committees as developed by the University Council or University President
  
7. Staff-at-Large
  1. May attend all Staff Senate meetings, but do not have voting privileges
  2. May submit recommendations/concerns to a Staff Senator in a timely manner(at least 10 working days in advance) for consideration for the Staff Senate agenda
  3. May vote annually in February to determine Senate membership
  4. May attend and vote at all quarterly All-Staff meetings
  5. May vote for or against amendments to the Staff Senate Constitution/Bylaws
  6. May be appointed by the Senate as a member of a standing or ad hoc committee with the right to vote within the confines of the committee business

## **2.9: Alumni Organization**

Alumni are defined as graduates of Pacific University with earned or honorary degrees, and such other former students as are designated by the Alumni Council (formally called the Executive Council of the Alumni Association).

The Alumni Council operates under its own set of Bylaws. The Council is chaired by a President who is elected annually.

The Director of Alumni Relations is responsible for keeping the President of the Alumni Council fully informed of important on-campus activities that may impact Council deliberations. This will include insuring that University Council minutes are distributed to the Alumni Council President.

An important purpose of the Alumni Organization is to give the alumni an opportunity to provide information, share concerns, and initiate new policies for consideration by the governance system.

By majority vote at any regularly called meeting, the Alumni Council may direct its President to take action on the Council's behalf. The appropriate action in the case of a major policy proposal shall be to present the proposal to the University Council.

## **2.10: The President's Role in the Governance System**

Version updated as of September 4, 2009

The President is the Chief Executive and Operational Officer of the University, and is appointed by the Board of Trustees.

### **2.10.1 The President's Cabinet**

In keeping with the President's role in the Governance System, the President will have the advice and counsel of a President's Cabinet.

1. Functions:  
The President's Cabinet provides advice and counsel to the President in developing policy for the University, and after passage by the University Council of the policies, provides the forum for consistent and coherent monitoring of policy implementation. The Cabinet also serves as a means for promoting communications regarding institutional policy to and from the various administrative offices, deans and faculties, and from these offices to the President.
2. Membership:  
The membership of the President's Cabinet is left to the discretion of the President, who serves as Chairperson. The membership would normally include individuals at the level of Vice President or Dean.

### **2.10.2 Governance Responsibilities**

The President has major responsibilities within the governance system including, but not limited to, the following:

1. The President is the official spokesperson for the entire university community, and is responsible for interpreting the activities of the university (including the governance system) to the external community, and for communications with the Board of Trustees.
2. In carrying out the leadership role, the President shall both initiate and respond to proposals to improve all phases of university activity. The President is a member *ex officio* of all university governance structures. The President participates in these bodies in accord with what is judged to be the best institutional interests.
3. All administrative officers and offices are accountable to the President. The President shall regularly review the performance of the administrative structures, and initiate any action deems advisable to improve or alter administrative performance.
4. The President shall present a "State of the University" address during a fall convocation of the university.
5. The President shall direct any or all governance units or individuals to fulfill their assigned tasks whenever the President holds the opinion that their performance is lagging for whatever reason. The mode of such directions is left to the discretion of the President.
6. The President has the ultimate responsibility for all personnel matters subject to review and approval by the Board of Trustees as provided in its bylaws.
7. Oversee the scheduling and organization of university-wide ceremonial events.

### **2.11: The Provost's Role in the Governance System**

The Provost plays a major role in the governance system. The Provost is the primary coordinator of the University Council agenda, and of the standing committees and other structures of the system. The Provost has the primary responsibility for maintaining communication within the system and seeing to the smooth function of the governance system.

The Provost has the following specific responsibilities with respect to the governance system:

1. The Provost chairs the University Council and sees to it that appropriate administrative support is provided for its functions.
2. The Provost coordinates with the faculty chairperson the appointment process for the standing committees, and coordinates the agenda with that of the University Council.
3. The Provost serves as the appeals officer for student judicial actions, and as the coordinator of the appeals process for faculty or staff-related personnel actions.
4. The Provost chairs the Curriculum and Standards Committee and is responsible for coordinating curriculum decisions on matters that involve more than one college or school.
5. The Provost is a member of the University Personnel Committee, and coordinates action on personnel matters for all faculty, especially for tenure decisions.
6. The Provost will establish rules and procedures for replacing or adding administrative personnel.
7. The Provost will establish rules and procedures for evaluating administrative personnel other than senior administrators. The University Personnel Committee will evaluate senior administrators, other than the President. Senior Administrators are those who report directly to the President.
8. The Provost will establish priorities for the development of financial resources, including the submission of grant proposals.

## **2.12: University Hearings Panel Oversight Committee**

### **2.12.1 General Functions**

The University Hearings Panel Oversight Committee operates as a standing committee of the University and formats the context by which petitions to a University Hearings Panel are handled. The Oversight Committee does not hear the matter outlined in a petition, but rather determines whether the petitioner has met the basic criteria to trigger the process for convening a Hearings Panel, and that jurisdiction for the issue actually exists. When in doubt, the petitioner should receive the benefit of that doubt and the issue should be forwarded to a Panel. However, the University reserves the right to refer alleged violations to civil or criminal authorities, if deemed appropriate.

If a Panel is convened, and if, while in its operation, the Panel determines that other University jurisdiction exists and takes precedence thus removing the matter from the Panel's purview, or if the Panel determines that there is no remedy it can offer, or that no remedy is necessary, the Panel's decision shall be the ruling decision, with only an appeal to the President as the last step available.

Prior to activating a University Hearings Panel, every effort should be made by the parties involved to settle the dispute in a mutually satisfactory manner. Most violations of University policy or perceived infringements on the rights of University personnel or students on the part of administrators, faculty or staff should be routinely resolved outside of the University Judicial System.

In order for a matter to be forwarded to the University Hearings Panel, the person bringing the issue is required to show proof that the parties involved have exhausted all other avenues, including mediation. He/she must show that the Hearings Panel actually has the capacity to remedy the situation. A petition detailing the matter should be directed to the Provost who will consult with the other members of the Oversight Committee regarding the convening of a Panel in the event the petitioner has met the above stated requirements. (In the event the Provost is a party to the issue, then the petition may be brought to the Vice-Provost.)

The petitioner should receive written confirmation from the Provost within 10 working days regarding whether the petition meets the criteria for a Panel to consider it, or whether the petition fails to meet the criteria. If a Panel is to be convened to consider the matter, such a Panel must be brought together within 15 working days from the Provost's notice to the petitioner unless there are calendar/scheduling issues which require an unavoidable delay. In that event, the Oversight Committee should act to bring a Panel together with all deliberate speed.

To convene an appropriate Hearings Panel, the Oversight Committee will discuss the necessary composition required by the issue and the names of possible panelists. The Oversight Committee will also determine which one of its members will be on the particular Hearings Panel needed. The Oversight Committee will compose the Panels in the following manner depending upon the issue to be addressed:

In those matters pertaining only to faculty members the Panel will consist of seven tenured faculty members. Each party to the dispute will nominate a member. The Oversight Committee may also substitute one or more of the members for reasons of conflict of interest, inability to attend meetings, or as a preemptive measure.

In those matters pertaining only to staff members, the Panel will consist of seven staff members, four of whom are at Director level or higher, and three of whom are staff members including non-exempt staff. Each party to the dispute will nominate a member. The Oversight Committee may also substitute one or more of the members for reasons of conflict of interest, inability to attend meetings, or as a preemptive measure.

In those matters involving any student issues, the Panel will consist of seven members—two tenured faculty members, two administrators, and three students who are selected on a case-by-case basis. If the matter before the Panel involves a professional student, the student Panel members will be from the Professional Programs. If the matter before the Panel involves a student from the College of Arts and Sciences, undergraduate program, the student Panel members will be from the undergraduate program. (If the matter involves a student in Masters level program within the College of Arts & Sciences, the student panel

members will be from that program provided there is a sufficient pool. In the event there is not, the Oversight Committee will determine the student members for the Panel.) Each party to the dispute will nominate a member. The Oversight Committee may also substitute one or more of the members for reasons of conflict of interest, inability to attend meetings, or as a preemptive measure.

In those cases in which the disputants do not all fall within one constituency—e.g., a dispute between faculty and staff members--the Panel will consist of seven members, two tenured faculty members, two administrators, and three members who will be selected in consultation with the affected parties. The Oversight Committee may also substitute one or more of the members for reasons of conflict of interest, inability to attend meetings, or as a preemptive measure.

### **2.12.2 Membership**

The University Hearings Panel Oversight Committee will be composed of seven members:

1. Provost
2. One tenured faculty from either the College of Education, the College of Health
3. Professions, or the College of Optometry
4. One tenured faculty from the College of Arts & Sciences
5. One staff member at Director level or higher
6. One staff member at any level, including non-exempt staff
7. One professional program student
8. One undergraduate student with sophomore standing or higher
9. Alternates for each member listed above in the event of conflict of interest, etc.

### **2.12.3 Voting**

Voting by the Oversight Committee must be by secret ballot, and all members of the Committee must be present for a vote to be valid. All votes are of equal weight and all decisions by the Oversight Committee require at least six votes to be cast.

## **2.13: University Hearings Panel**

### **2.13.1 General Functions**

A University Hearings Panel is not meant to duplicate other hearing bodies or to substitute a different outcome for that which is rendered by appropriately applied policy, but is designed to resolve disputes between members of the campus community, (students, administrators, faculty and staff) that do not fall within the parameters of other University mechanisms, as well as to adjudicate matters arising from violations of University regulations that are not appropriate for, or cannot be handled by other University processes. While each University hearings Panel is a standing committee of the University, its members will be appointed on a case per case basis as outlined above.

A University Hearings Panel has University-wide jurisdiction involving disputes between members of the campus community with the exception of faculty personnel decisions by college or university personnel committees, judicial decisions rendered by the Peer Review Board or the Student Judicial Council, decisions arrived at through proper investigation of a complaint via the Sexual Harassment Policy, decisions made by various academic Standards and Appeals Committees or the University Standard and Appeals Committee, decisions

made by the University's Board of Trustees, decisions required of the University by law, or any other decisions that are rendered by other processes already outlined in catalogues, handbooks, employment contracts, job descriptions, legal cases, grant requirements, Intellectual Property Policies, or any other policies deemed as having been properly applied and as ruling on the issue.

When appearing before a Hearings Panel, the parties at issue may choose students, full time administrators, faculty or staff members as support people, provided the said persons agree to serve. Professional legal services shall not be used within the University adjudication procedures. If a person or group insists on being represented by legal counsel, then the dispute must be referred by the Hearing Panel to the appropriate municipal or state court so that all parties enjoy the full privileges of civil or criminal law.

The University Hearings Panel, in its consideration, may decide that other University jurisdiction exists which takes precedence thus removing the matter from the Panel's purview, or the Panel may determine that there is no remedy it can offer, or that no remedy is necessary.

If the Panel determines that a remedy exists and is necessary, then the Panel may consult with anyone, other than the President, whom it deems appropriate to discuss how to arrive at its outcome.

Once convened, the Panel members must determine who will be the appropriate chairperson, and that person must notify the petitioner and the Provost in writing within three working days of convening, who the Chair is and how all parties will receive notice of when and where the hearing will take place. At their discretion, the members of the University Hearings Panel may attempt to mediate a dispute prior to proceeding to a formal hearing. The primary duties of the University Hearings Panel are:

1. **Establishing rules and procedures to guide its deliberations.** Consultation with the Provost, the Director of Human Resources, the Vice-President of Student Affairs and/or the University attorney may be helpful in different matters to understand where various pertinent jurisdictions begin and end so that Panel members understand the options available to them in particular cases. The Hearings Panel may determine the best venue and timing for the hearing as well as any other special circumstances that may apply. The Panel will also be the final arbiter regarding which people it may ask to offer information/evidence in any matter. However, the Hearings Panel will always maintain an atmosphere of confidentiality, allow parties to bring appropriate support people as described above, and apply an orderly procedure in which the petitioner must be heard first and in which he/she must bear the burden of explaining why the petition has merit. A record of the hearing will be made by tape recording and will be maintained in the Provost's Office for three years after the hearing. These rules and procedures are subject to review and approval by the University Council.

All hearings will be closed unless the Panel decides that in the interest of fairness it should be opened.

2. **Rendering findings and recommendations to the President with appropriate supporting materials.** Normally either party to a dispute will have the right to appeal a decision of the University Hearings Panel to the President. This appeal shall be submitted in writing to the Provost within five working days of the conclusion of the Hearing, and shall be forwarded to the President within three working days of receipt. The President is the final arbiter of the dispute and may determine whether to consider the matter. The President will contact the appellant and the Provost within five working days as to whether the appeal will be considered, and if so, what steps will be necessary.

### **2.13.2 Membership**

Membership of any given University Hearings Panel will be determined by the University Hearings Panel Oversight Committee as described in section 2.13.1 above.

### **2.13.3 Officers**

The Chairperson and Secretary of the University Hearings Panel will be elected by the Panel.

### **2.13.4 Voting**

Decisions in all cases will be reached only when all members of the Panel are present and will be done by secret ballot with six votes cast required for a decision. Decisions by all Hearings Panels are to be communicated in writing to the Provost and the parties to the dispute within three working days.

## **2.14: Amending Procedures**

1. Any amendment of this governance system document, other than editorial changes, requires:
  1. The proposed amendment to be an agenda item for a regularly called University Council meeting, where the proposed amendment will be received and reviewed but not voted upon.
  2. A vote on the proposed amendment to take place at a second or subsequent meeting of the University Council. This second meeting should occur at least one week after the Council meeting at which the amendment was received.
  3. The University Council to determine if the proposed amendment represents a major policy change, and therefore must be recommended to the Faculty Senate, the President and the Board of Trustees for final approval, or a minor policy change, which only requires approval by the University Council and the President. Minor policy decisions will include such things as revising the functions or membership of a standing committee.
2. Changes to chapters in the University Handbook, other than Chapter II containing the governance system, may or may not require action by the University Council or by another governance unit. Whether or not action is necessary will depend upon the nature of the policy, rule or regulation under consideration. If, for example, the Federal Government amends the Privacy Act of 1974, the responsible administrator would issue a replacement section for Chapter VII, Section H, reflecting the change.

Version updated as of September 4, 2009

Much of the ongoing work of keeping the University Handbook current will not require action by the University Council.