

Rationales for Recommendations from the Working Group for Review of Internal Governance at Radford University

NOVEMBER 2017

The document defining the structure of internal governance at Radford University dates to 2004. The university structure has evolved considerably since that time yet the document does not reflect these changes. The charges, memberships and practices of many of the committees identified in the document in practice have moved far from what is described in the document. Many of the positions listed no longer exist; many new positions and university divisions have been created but are not referenced. Some of the committees are defunct; they have not met in years yet annually appointments are made and appointment letters sent out by the Vice President for Academic Affairs. The charges, memberships and actions of some committees have also been modified in practice to respond to changes in federal regulations and guidelines.

A taskforce for internal governance reform was created in 2012. The effort included input from a consultant, Dr. Ron Smolla, President of Furman University. Faculty forums with Dr. Smolla were held. No changes in the IG document however resulted from this effort.

In September 2016, Dr. Joseph Scartelli, Provost and Vice President for Academic Affairs, created a small working group to review the current internal governance structure and make recommendations for updates and revisions. The group's three members are:

Dr. Katie Hilden, Associate Professor of Education, Chair of the Faculty Senate Governance Committee (currently serving as Vice-President of the Faculty Senate.)

Dr. Kim Gainer, Professor of English, Associate Dean of the College of Humanities and Behavioral Sciences

Dr. George Santopietro, Assistant Provost for Academic Operations, Professor of Economics.

The mission and goals of the working group are:

Mission: to provide recommendations and rationales for updating the current internal governance structure and reporting mechanisms.

Goals:

1. Review the current Internal Governance document, dated 2003-04 and recommend updates and revisions to the committee structure and committee membership

Develop a template for each committee that includes:

- Charge for the committee
- Membership with terms
- Selection process
- Convener

Request feedback from existing committees regarding their current membership and charge using the template

Recommend a classification scheme for committees that reflects their purpose

Reduce the number of appointments made by the Faculty Senate Executive Committee to IG committees, currently 73

Update the membership of committees to reflect current organizational structures

Clarify the appointing authority for remaining committee members

Define the terms for non-permanent members of committees

Identify a convener for each committee

2. Draft an approval process document to include in the IG document that defines the processes for review and approval of changes in curriculum

Identify and categorize the types of changes in curriculum requiring approval

Clarify the role of each constituency in the review, comment and approval process

Delineate a procedure for managing the flow of proposals for change in curriculum through the approval process

3. Collaborate with the various constituencies in Academic Affairs and other divisions to finalize the IG document and include all senate constitutions
4. Update the current IG website to include the IG document, current IG committee memberships, other current advisory and ad hoc committee memberships, minutes and annual reports of IG committees

Recognizing the need for continual updates and review of internal governance at the university, the working group proposed the creation of a University Internal Governance Review Committee (UIGRC) and the elimination of the University Executive Council. This committee would be charged with updating the governance structure for changes in the positions, organization and committee memberships for departures of personnel. It has final authority to act on any recommendations for changes in structures, policies and procedures. It is also charged with a complete review of the internal governance structure every four years, to include committee charges and memberships. The proposal for UIGRC was reviewed by the Faculty Senate and sent forward to university leadership. At each step revisions were made. The final proposal was adopted on Sept 5, 2017.

Following its review of the current internal governance structure and practices, the working group is recommending the adoption of several documents it has drafted and a process to consider additional restructuring of university committees.

Shared Governance at Radford University: An Overview describes a proposed overall structure of shared governance, including the current roles of existing bodies. It divides university level committees into three categories:

- Academic affairs
- Student affairs
- Administrative

At Radford University, shared governance addresses issues related to the core academic mission and also the administrative functions and policies related to implementing that mission. This structure addresses Academic Governance, which is primarily under the purview of faculty, Student Governance, which is primarily under the purview of the Vice President for Student Affairs and the Student Government Association, and Administrative Governance, in which faculty, staff and administrators communicate on operational responsibilities related to the mission of the University. Shared governance does not address those operational issues that are not unique to institutions of higher education.

Academic Governance at Radford University addresses Academic Governance, which is primarily under the purview of faculty. It describes the organization of academic governance, identifies the participants, and outlines the processes to be followed. Committees in Academic Governance are subdivided into two categories:

Curriculum and Program, including:

- Academic Policies and Procedures
- Academic Program Review
- General Education Advisory
- Graduate Affairs Council
- Online Education

Professional Standards and Activities, including:

- Administrative/Professional Faculty Grievance
- Faculty Appeals
- Faculty Awards
- Faculty Grievance
- Intellectual Property
- Scholarly Activities
- Student Evaluations of Faculty

This list does not include the **Undergraduate Curriculum and Catalog Review Committee** which has functioned as more of an advisory group to the Registrar than critical reviewers of new curriculum proposals. Once curriculum proposals have been finally approved, they will be sent to the Registrar who may then consult with faculty regarding any questions or concerns pertaining to including in the catalog.

The **Professional Education Committee** is not included as this is in practice a committee of the College of Education and Human Development.

The **Academic Advising Committee** is not included as this is not a policy making group but rather a working group of academic advisors.

The **Library Committee** is not included as it fills an administrative role so it is listed in that category.

The **University Performance Series Committee** is not included as this is not a policy making group but rather an advisory group for the Dean of the College of Visual and Performing Arts.

Student Affairs

These committees have responsibilities primarily related to student life. The Vice President for Student Affairs or a designee serves as the Designated Administrator for these committees. The working group recommends that administration of the following committees be reassigned from the Provost to the Vice President for Student Affairs (VPSA) since they deal primarily with issues related to student life:

- Committee on Clubs and Organizations
- Outstanding Student Worker Committee
- Student Activities and Facilities Committee
- Student Affairs Executive Council
- Student Athlete Appeals Committee
- Student Awards Committee
- Student Health Advisory Committee
- Student Media Steering Committee

The VPSA would be responsible for recommending any updates or revisions in charges or membership of these committees or discontinuance or change in status to an advisory group rather than internal governance committee, to the University Internal Governance Review Committee. To fill any faculty positions on these committees, the VPSA would request that the Faculty Senate Executive Council solicit faculty volunteers and nominate members.

Administrative

These committees have charges related to carrying out management functions at the university and do not make policy recommendations. The working group recommends that the administration of the following committees be reassigned from the Provost to the appropriate administrator.

Committee

Bookstore Advisory Committee
Diversity Equity and Action Committee
Financial Aid Advisory Committee
Information Technology Advisory Committee
Institutional Animal Care & Use

Institutional Review Board for Research
 Involving Human Subjects
Intercollegiate Athletics Committee
Library
Parking and Traffic
Risk Advisory Committee

Responsible Administrator

VP for Finance and Administration
Chief of Staff
VP for Enrollment Management
VP for Information Technology
Dean College of Graduate Studies and
 Research
Dean College of Graduate Studies and
 Research
President
Dean of the Library
VP for Finance and Administration
VP for Student Affairs

The responsible administrator would be responsible for recommending any updates or revisions in charges or membership of these committees, discontinuance or change in status to an advisory group rather than internal governance committee, to the University Internal Governance Review Committee. To fill any faculty positions on these committees, the responsible administrator would request that the Faculty Senate Executive Council solicit faculty volunteers and nominate members.

The working group recommends discontinuance of the following committees as they do not pertain to internal governance functions.

Scholarly Lectures has not been active in recent years.

Enrollment Management: the new VP for Enrollment Management may form an advisory group if desired.

Building and Grounds has not been active in recent years and an ad hoc academic space utilization committee has been formed.

Dining Services is not unique to higher education. The contractor may choose to form an advisory group if desired.

Planning and Budget has not been active in recent years. The new Strategic Plan might include its own plan for implementation and review.

Convocation and Commencement is in practice a working group the membership of which is defined primarily by job position.