

Proposed Model to Reform Faculty Governance at Bates

Presented by the Faculty Governance Review Committee

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Kerry O'Brien has kept minutes of our meetings

Why Governance Reform?

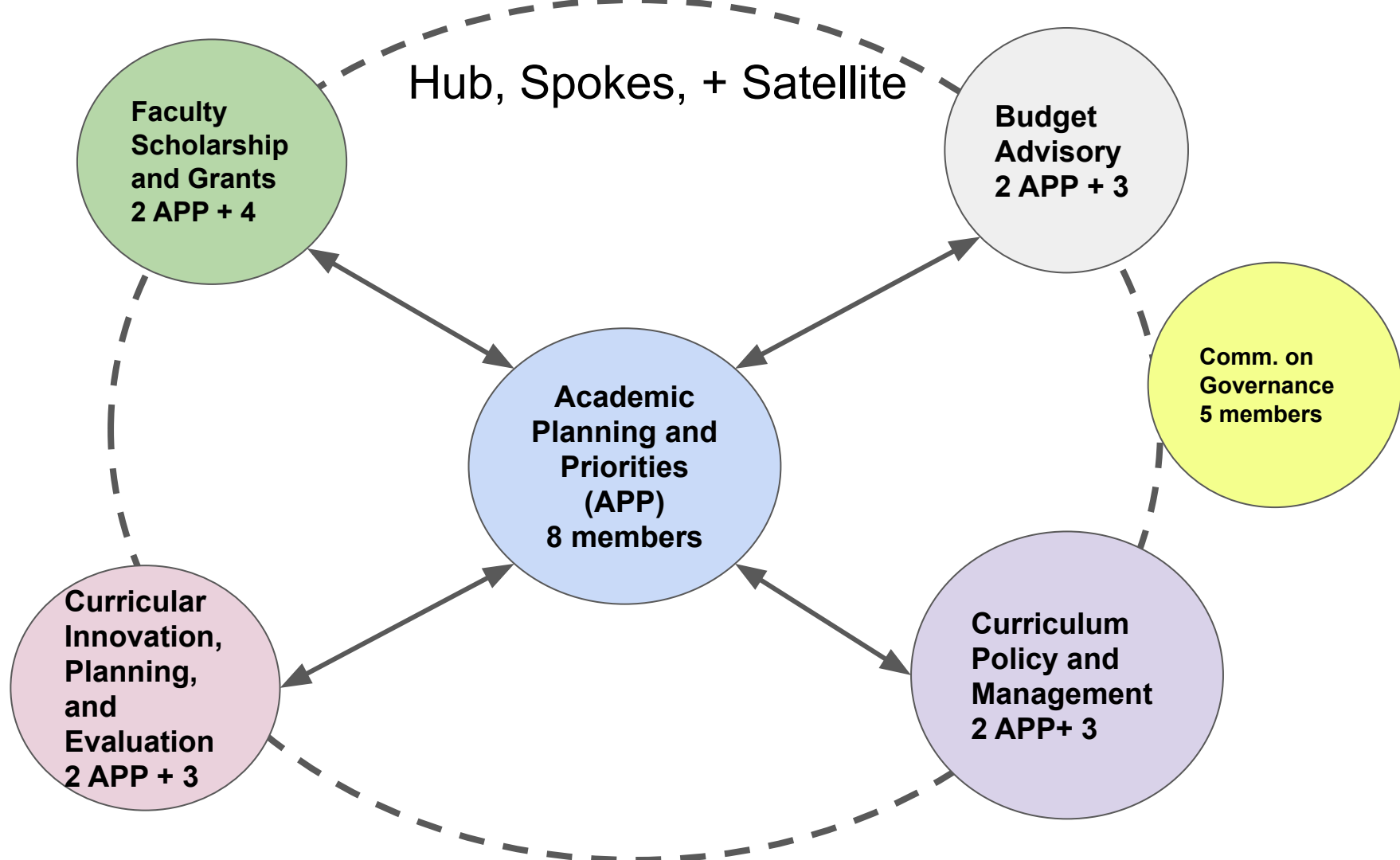
- Governance work has been a source of dissatisfaction among some faculty (COACHE and CFG surveys)
- Governance work is concentrated in a few faculty:
 - Burden is concentrated
 - Opportunities to participate are limited
 - Inadequately attentive to power
- Governance work is not as inclusive as desired
- It is labor-intensive for CFG to get participation in governance
 - Does not have expectations that faculty will serve on elected committees
- System lacks adequate transparency/communication needed to build greater trust in faculty governance

Guiding Principles call for the new structure to:

- Be [mission aligned](#) (equitable and inclusive) by distributing faculty roles and leadership opportunities, and including more faculty in key decisions
- Provide robust faculty governance in curricular management, educational policy, academic resource allocation, and long-term academic planning
- Preserve faculty voice in professionalized areas (e.g., admissions, student affairs)
- Expect faculty to stand for elections to committees and be willing to serve when appointed
- Enable effective communication and information sharing
- Have clear committee charges
- Have committees create agendas, take minutes, and have plans for sharing with the broader community

Advantages of the new design

- Increases the number of faculty involved in key decisions by distributing the decision-making process
- Reduces the total number of committee seats
- Creates a structure that increases coordination among and between key committees
- Promotes communication across faculty
- Attends to representation in committee composition
- Is revenue *negative* compared to the current model (i.e. does not grant course releases for committee work)



Hub Committee

Academic Planning and Priorities (APP) (slide 1)

Composition: 8 total with 4 Elected Faculty + 4 Appointed Faculty. DOF chair - ex officio

Charge: Updates, prioritizes, and applies academic strategic plan broadly. Serves as a Hub of communication among Budget Advisory, Curricular Planning and Management, Curricular Innovation and the Faculty Scholarship and Grant committees, take up work and other cross-committee collaborations, power to delegate to committees or create ad-hoc when needed to implement parts of the academic plan.

Vets ideas coming from the sub-committees and faculty for new directions for the curriculum, considering budgetary impacts, and impact on existing academic offering, thinking of ways to connect scholarship and pedagogy.

This Committee will make decisions and recommendations that are financially prudent based on work in the Budget and Financial Advisory Committee (BFA), utilize evidence-based reasoning in Curricular Planning and Management (CPMC), enhance the connection between teaching and scholarship through the Faculty Scholarship and Grants Committee (FSGC), and support curricular innovation through the Curricular Innovation, Planning and Evaluation Committee (CIPE).

Academic Planning and Priorities (APP) (slide 2)

Strategic Plan Implementation: This committee is intended to think broadly about the direction of the college, where to allocate resources as necessary to achieve that goal. In particular, it is in the position to consider and affect curriculum, innovation, scholarship, and faculty voice as part of its update and implementation of the academic plan.

Coordination: Receives communication/reports from each spoke committee. Reserves time to bring up issues that may require coordination, can call for collaboration as needed. Takes up issues that need coordination/information from multiple committees, such as line allocation deliberations, final program reviews, and institutional equity issues.

Faculty Voice: Liaison to Board of Trustees, concerns can be brought directly from all

Output: Votes on faculty line allocations (committee aims for consensus in decisions but simple majority is required); final decisions, as per the Bates Bylaws and Charter, rests with the president as chief academic officer.* APP may delegate work to committees and can make recommendations to president, academic unit chairs, and/or faculty.

*For more explanation and rationale on this recommendation, see: [“Ongoing Conversations in FGRC”](#).

Spoke Committees

Curriculum Innovation, Planning, and Evaluation (CIPE)

Composition: 5 total with 2 APP members + 3 elected faculty, at least 2 non-tenured. DOF/Associate Dean ex-officio. Possibly 2 students.

Charge: Oversees the General Education curriculum, which includes assessment, developing and considering proposed changes, implementation, and resources. Oversight for department/program reviews to provide feedback, reviews new major/minor/GEC proposals and proposals to sunset majors/minors/GECs. Reviews new educational policy proposals with significant curricular implications.

Teaching and Learning: Reviews and advises on peer and student teaching evaluation instruments, procedures and processes, informs the development of, and processes that govern, professional development for teaching, learning, and advising. Studies best practices in general education and in assessment of general education.

Resource Allocation: Short Term Innovative Pedagogy, Fall Semester Abroad, teaching innovation internal awards.

Output: Can make decisions or recommendations to APP and/or DOF.

Note - key features - coordination with other committees, broad view of the curriculum and the mission of the college. If a Center for Teaching and Learning is formed, we can add details/additional charge items relating to the relationship.

Curriculum Policy and Management (CPM)

Composition: 6 total with 2 APP, plus 4 additional faculty, one from each division, at least 1 non-tenured. Registrar, DoF/Associate Dean ex-officio.

Charge: Manages the curriculum; reviews, updates, develops and applies curricular policies such as course caps and floors, and GEC enrollments.

Enrollment: Reviews figures on student enrollment, retention, and advises APP on resources needs and pressures in the curriculum.

Catalog: Reviews all new courses (including Practitioner-Taught STs, FYS, etc); vets all new courses against institutional policy and practice. Approves new courses when ready. Also reviews/vets/approves GEC tags, MOIs, catalog changes, changes to majors/minors/GECs

Academic: Reviews, vets, and approves (when ready) Independent Studies majors, honors policies, and other academic requests. Reviews changes to major/minor, but may elevate substantive changes to Curricular Planning, Innovation and Evaluation (CIPE if necessary. Consults with department/program reviews to examine impacts of any proposed changes to curriculum and other academic resources.

Output: Can make decisions or recommendations to APP and/or DOF

Chairs and Division Chairs forward new course proposals to the committee following content approval; this committee would vet proposals against institutional policy.

Budget and Finance Advisory (BFA)

Composition: 5 total with 2 APP, 3 elected faculty, ex officio members: VP of Finance, DoF, President

Charge: Develops understanding and knowledge about institutional budget priorities and constraints. Consults and advises on academic budgetary priorities and needs. Informs faculty on possible resource constraints/decisions. Consults with Advancement on possible collaborations. Reviews academic budget priorities with respect to governance principles.

Institutional budget: Communicates academic priorities (from Academic Planning and Priorities Committee) to administration, communicates institutional health to faculty, budget partitioning to APP, consults DoF on academic budget priorities and allocation. Collects information as requested from APP and Spoke committees.

Compensation: Review and discuss faculty compensation including benefits and pay equity, within Bates, and in comparison with peer institutions.

Output: Reports to/Advises APP and/or DOF. Educates faculty on institutional budgets.

Faculty Scholarship and Grants (FSG)

Composition: 5 members with 2 APP, 3 elected faculty, at least 1 non-tenured. DoF/Associate Dean ex-officio

Charge: To support and promote faculty scholarship; Allocates funds to support scholarly activities and professional development in alignment with agreed upon governance principles and evaluative rubric.

Resource Allocation: Awards internal grants related to scholarship such as Bates faculty development grants, Learning Associates, Phillips awards, enhanced sabbaticals.

Support and Promote: Works with Sponsored Programs and Research Compliance (SPARC) to educate faculty on internal and external grant opportunities. Publicises the awarding of internal and external grants.

Output: Can make decisions or recommendations to APP and/or DOF. Note that course replacements related to external grants are handled by APP/DoF.

Satellite Committee

Committee on Governance (CoG)

Composition: 5 total elected faculty members, at least one non-tenured faculty member. Ex officio: President, DoF, VPEI

Charge: Provides guidance on how governance principles - mission alignment, communication, transparency, equity, and inclusion - are enacted throughout committees. Coordinates which key committees meet with corresponding groups of trustees. Also facilitates the faculty meeting and communicates with the Trustee Governance Group. In charge of educating faculty about our governance structure.

Governance Principles: This committee oversees the support and training committees need in order to enact the governance principles. This may include coordinating regular professional development related to equity and inclusion, providing a repository for minutes, reports, both written and oral, including electronic communication. Provides guidance for enacting transparent communication.

Elections: Leads nomination, runs elections, considers equity and inclusion in committee composition, chairship, and workload. Assigns committee chairs.

Faculty meeting: Creates the Faculty Meeting agenda

Trustees: Meets with the corresponding group of trustees.

Unchanged

- Committee on Personnel
- Board of Examiners
- Student Conduct
- Academic Standing Committee
- Committee on Personnel for Physical Education
- Committee on Environmental Sustainability
- MLK Jr. Day Planning Committee
- Arts Collaborative
- Graduate Fellowship Committee/grants and awards for students
- Writing Committee
- Federally mandated committees:
 - IACUC
 - IRB
 - Biosafety

Recap of the new design

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Thank You

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Please email any of us with additional feedback, or check out the
FGRC [blog](#) to provide anonymous feedback.