

Faculty Governance Statement **Approved by the Faculty on December 8, 2004**

Faculty governance rests on the assumption that faculty should hold a substantive role in decision-making in several identified areas in the life of the institution.

I. Core Principles

At Rhodes, we wish to ensure that the work of the Faculty is completed effectively and in an environment where shared decision-making is valued. To this end, we affirm that:

1. A shared commitment to the mission of the College informs all decision-making and structures of governance.
2. Governance is informed by maximum collaboration and consultation, respectful and reasoned discussion, trust between administration and faculty, and consistent communication.
3. Governance occurs in multiple venues, must be flexible to accommodate emerging institutional challenges and opportunities, and is accomplished in an institutional culture that balances stability and innovation.
4. Areas of responsibility and the roles of everyone involved in governance must be unambiguous.
5. Structures of governance must be as simple and straightforward as possible and respect the time commitment of all involved.
6. Those who participate in the work of governance, either elected or appointed, agree to be held accountable for their work.
7. All participation by members of the Faculty in the work of governance is reckoned as service to the College. Normally, faculty members in the first three years of their appointment serve the College through academic advising and service to their department. Beginning in the fourth year of appointment, faculty may serve the College in an additional way through membership on standing committees or task forces.

II. Areas of Faculty Governance

Effective faculty governance depends on a clear delineation of roles and responsibilities. At Rhodes, the work of governance occurs in three areas:

1. An area where the Faculty has clear expertise and decision-making responsibility. This area includes:
 - The development and maintenance of the undergraduate curriculum including its content, the academic standards to be met for matriculation and graduation, and the ongoing assessment of the quality of the academic program.
 - The standards for tenure and promotion that lead to a recommendation to the administration and the Board of Trustees as to whether a faculty member should be granted tenure and/or promoted and the process by which tenure and promotion decisions can be appealed.
 - The oversight of structures of faculty governance.

- The oversight of faculty professional interests that lead to recommendations to the administration and Board of Trustees on issues related to the welfare of the Faculty as a whole.
 - The oversight of policy and procedures for faculty development resources including the review of requests and recommendations to the Dean for faculty development grants and sabbaticals.
2. An area where the Faculty share expertise and decision-making responsibility with the administration. This area includes:
 - The standards for evaluating teaching, research and service.
 - The process by which outstanding students compete for post-graduate scholarships.
 - The oversight of academic advising.
 - The process to prepare students for successful membership in a community of scholars through an integral and interconnected first year experience.
 - The management of information and resources in technology.
 - The policies and procedures to meet admissions and retention goals.
 - The policies and procedures related to international education and study abroad.
 - The process by which new faculty and administration are recruited and hired.
 - Student Appeals
 3. An area where the Faculty serve in a consultative role but where primary expertise and decision-making responsibility remain with the administration and/or Board of Trustees. This area includes:
 - Faculty-related personnel policies
 - Budget
 - Long range and strategic planning
 - Athletics
 - Campus Safety
 - Special Events and Programming
 - Liaison with administrative units
 - Policy Boards
 - Policies on Environment and Sustainability
 - Faculty and staff awards

III. Structures of Faculty Governance

Faculty governance occurs in multiple venues and through multiple structures. Two factors are critical in the decision as to what kind of governance structure should be in place:

- 1) In what area (as defined above) is the work of faculty governance occurring?
- 2) Is the work being undertaken continuing (recurring annually or cyclically) or is it a time-limited task with a clear completion point?

1. Continuing work of the Faculty
 - A. In the case of continuing work in the area where the Faculty has clear expertise and decision-making responsibility, present structures include:

- The Faculty of the College
 - The Academic Department
 - Standing Committees of the Faculty
 - Educational Program
 - Faculty Governance
 - Tenure and Promotion
 - Appeals
 - Standards and Standing
 - Faculty Professional Interest
 - Faculty Development
- B. In the case of continuing work in the area where the Faculty share expertise and decision-making responsibility with the administration, present structures include:
- Administrative-Faculty Committees
 - Post-Graduate Scholarships
 - Advising Committee
 - Information and Technology
- C. In the case of continuing work in areas where the Faculty serve in a consultative role but where the primary expertise and decision-making responsibility remain with the administration and/or Board of Trustees, present structures include:
- Council of Academic Chairs
 - Standing Administrative Committees
 - Budget
 - Faculty-related employment issues
 - Campus Safety
 - Athletics
 - Special Events and Programming
 - Policy Boards (i.e., Sexual Harassment and Assault)
 - Rhodes Planning Cooperative
 - Faculty Liaison appointments to advise specific administrative units (i.e., Board of Trustees, President's Office, Student Support Services, Student Affairs, Meeman Center for Life Long Learning, Administrative Affairs, Career Services, Disability Services, etc.)
2. Time-limited tasks of the Faculty with a clear completion point
- Task Forces of the Faculty to address time-limited tasks related to any area above
 - Faculty liaison appointments to advise on specific issues
 - Personnel Search Committees (administration and faculty)

IV. Standing Committees of the Faculty

Faculty committees derive their powers and responsibilities from the Faculty. Committees in general take routine actions without specific faculty approval but with notice to the Faculty through committee minutes. In all more important matters, committees bring recommendations to the Faculty, and a majority of the voting members of every standing committee of the Faculty

will be full-time-teaching faculty members. Ex officio members are without vote unless otherwise indicated. Student members are voting members.

The standing committees of the Faculty transact most of the business of the Faculty in their specific areas of concern and responsibility. Each faculty committee has four general tasks within its sphere of responsibility:

1. Faculty committees serve to keep the academic program under continuing scrutiny, minimizing weaknesses and encouraging improvements, by functioning as a forum for ideas and by investigating academic policy.
2. Faculty committees recommend policy to the Faculty by guiding the Faculty through carefully formulated proposals. The Faculty then enacts or rejects that policy.
3. Once the Faculty has approved a policy, faculty committees see that the policy is properly administered, that exceptions are mediated, and that details are tended to. Committees are empowered and encouraged to delegate administrative authority within their bodies so long as the committee retains supervisory and review authority.
4. With the exception of the Tenure and Promotion Committee and the Appeals Committee, each faculty committee must inform the Faculty of its actions, normally through reports made at faculty meetings. The exceptions for the two stated committees are in regard to confidential matters only; those committees must report to the Faculty regarding other (non-confidential) committee actions.

All standing committees function under the general oversight of the Faculty Governance Committee. Except for at-large members, all committee members are nominated and elected by their division within the Faculty. Probationary members of the Faculty are not normally expected to serve on standing committees until after their third year of full-time service. Elections for all at-large members of all faculty standing committees and Faculty Trustees are normally held at the April meeting of the Faculty. Divisional elections for the all other committees are held on or about the same date, well in advance of the May meeting of the Faculty, at the call of the Faculty Governance Committee divisional representative.

Each committee has a chair and a secretary. The full-time faculty members of each faculty committee for the next Academic Year will meet shortly after the May elections to elect a committee Chair and to consider the committee's agenda for the next year. When necessary and without special permission of the Faculty, committees may meet or otherwise conduct their business during the summer recess, though all such business must be reported and approved as usual at the stated meeting of the Faculty in August or September. During any such summer work, the committee shall consist of continuing and newly-elected committee members; any member unavailable for the summer may be replaced for that time by an available outgoing former member by vote of the committee. The Chair calls the committee meetings and carries out all other duties appropriate to the position. Each committee selects its own secretary unless a member of the administrative staff has been assigned to the task. The secretary keeps minutes, distributes minutes to the committee members, and works with the Chair in maintaining communication between the committee and the rest of the College.

Student members of the faculty committees are appointed by the Rhodes Student Government. Appointees are nominated by the Rhodes Student Government Internal Affairs Committee which

will, prior to the nominations, solicit applications from the student body at large to identify interested candidates. The slate of nominations must be approved by the Committee on Faculty Governance, with an eye to diverse student representation. Nominations will be voted upon by the Student Senate for final approval. Student representatives will be accountable to the Rhodes Student Government, and shall, after each meeting of their committee, submit a written report of the meeting to the chair of the Internal Affairs Committee within five days of the meeting. The representative may then be requested to attend the next Student Senate meeting to elaborate upon that report if the Internal Affairs Committee deems that to be appropriate.

No faculty member shall serve simultaneously on more than one of the following committees: Appeals, Tenure and Promotion, and Faculty Professional Interest.