

SECTION: 10
DATE: November 1, 2016

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

FACULTY AFFAIRS COMMITTEE: APPROVAL OF AGENDA AND MINUTES

ACTION REQUESTED

It is requested that the Faculty Affairs Committee Agenda for November 1, 2016 and the Minutes of the April 22, 2016 meeting be received and placed on file.

STAFF SUMMARY

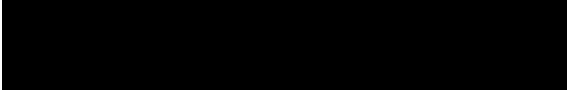
The topic for the November 1, 2016 Faculty Affairs Committee meeting is “Shared Governance.”

FISCAL IMPLICATIONS

There is no fiscal impact.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.



University Executive Officer

10/12/16
Date

EASTERN MICHIGAN UNIVERSITY
Board of Regents
Faculty Affairs Committee

November 1, 2016
10:00 – 10:45 a.m.
205 Welch Hall

AGENDA

Section 10 **Agenda and Minutes** (*Regent Webb*)

Discussion Topic: Shared Governance

EASTERN MICHIGAN UNIVERSITY
BOARD OF REGENTS

FACULTY AFFAIRS COMMITTEE MINUTES

April 22, 2016
10:00 a.m. – 10:45 a.m.
205 Welch Hall

Attendees (seated at tables): J. Carroll, D. Clearwater, J. DeHoog, A. Dow, Regent Fitzsimmons, R. Fowler, P. Francis, J. Hopgood, J. Kindred, J. Kullberg, R. Longworth, T. Merrill, K. Miller, S. Moeller, J. Palladino and Regent Webb (Chair).

Guests (as signed in): R. Baier, S. Bostley, J. LeDuc, President Loppnow, M. Marion, R. Nord, C. Powell, R. Quiel, M. Saylor, K. Stacey, C. Shell and D. Turner.

Regent Webb opened the meeting at 10:00 a.m.

Report and Minutes (Section 10)

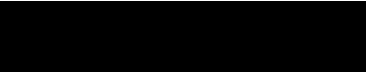
Regent Webb requested that the Faculty Affairs Committee Agenda for April 22, 2016 and the Minutes of the February 5, 2016 meeting be received and placed on file.

Discussion Topics –

“Faculty and Facilities.” Faculty speakers presented on campus facilities and how they impact faculty in the classroom and students across campus.

Regent Webb thanked all and adjourned the meeting at 10:45 a.m.

Respectfully submitted,


Debbie Clearwater
Executive Assistant
Office of the Provost
Academic and Student Affairs

ARTICLE XIII: FACULTY PARTICIPATION IN GOVERNANCE

418 A. Recognizing the necessity for meaningful Faculty involvement in the areas of selection and evaluation of Faculty Members, curriculum development, and utilization of financial resources, the following procedures for the involvement of Faculty shall be used. Fundamentally, what is desirable and intended by the sections that follow is to ensure mindful participation by the Faculty with the ultimate decision-making resting in Eastern Michigan University management, but with an assurance of procedural regularity and fair play. Furthermore, as Faculty Members provide input to those responsible for managing the University, likewise, decisions shall be communicated in a timely manner to the Faculty input bodies that provided input. Faculty input bodies may request a written response to their input. Such response shall be provided within fifteen (15) days. Any dissenting decision to input shall be supported by reasoning and evidence.

419 B. Department and College Committees

420 1. There shall be in each department, college or division, including University Library, a system providing for Faculty input in the areas of personnel, instruction, and finance. By way of illustration, Faculty may utilize the input system to provide their recommendations to the University on matters pertaining to the academic credentials and professional qualifications of instructional staff, Faculty teaching assignments, teaching overload policies, class size, override policies, teaching load equivalencies and departmental budget development.

421 2. While in office, the Chairs of each College Council shall be granted one-quarter (1/4) release time during the Fall and Winter semesters.

422 3. Departmental and College Input Documents shall include the following information:

423 a. identification of those committees and faculty assignments created for the purpose of providing input in the areas set forth in XIII.B. above:

424 b. the election process and criteria for determining Faculty eligibility for department/college committee service;

425 c. the size, composition and operational guidelines of each committee and the term of office its members;

426 d. the process for replacement or recall of Faculty elected to committee service;

427 e. the process for searching for, screening and recommending Department Head candidates to the Dean.

428 f. the process for carrying out the Department Head evaluation as provided for in Article XV.

429 g. the manner in which Faculty Members serving as coordinators/directors will provide appropriate faculty input in making recommendations to the Department Head.

430 h. process for review of the Input Document every five (5) years.

431 i. process for Faculty input on new Faculty hires, including the prioritization of requests for new Faculty hires, the selection of Faculty members to serve on search committees for hiring new Faculty, and evaluation of candidates

- for new Faculty positions.
- 432 j. process for Faculty Summer teaching assignments.
- 433 Departmental and College input bodies may request a written response to their input. Such response shall be provided within fifteen (15) days. Any dissenting decision to input shall be supported by a rationale.
- 434 It is understood that existing structures established under prior Agreements are acceptable insofar as they are consistent with the terms of the present Agreement.
- 435 4. Existing departmental and college structures may be reviewed and changes made subject to approval on a secret ballot by a majority of the Bargaining Unit Members in the department or college concerned, subject to Section B.5. below.
- 436 5. Changes at the department or college level must be submitted through the appropriate college level structure and approved by both the Dean or equivalent administrative agent and the Provost and Vice President. Prior to proposed changes being approved at either level, departmental and college recommendations shall be reviewed by the Association and the Assistant Vice President for Academic Human Resources, for the purpose of determining whether such recommendations are in compliance with the terms and conditions of the parties' Master Agreement. After the Dean or the Provost and Vice President receives a proposed change, a statement of approval or reasons for disapproval will be returned within thirty (30) days of receipt of the proposed change.
- 437 6. Faculty Members in each academic department who chair their department curriculum and finance committees shall be made aware of their department's budgetary and FTEF allocations by September 15 or ten (10) days following the date that the Department Head receives the information, whichever is later.
- 438 7. Faculty shall be involved in any and all future reviews of summer course offerings, including the determination of the best method of undertaking such reviews and the evaluation of the results thereof.
- 439 C. Faculty Senate
- 440 The Faculty Senate shall consist of the Provost, or his/her designated representative, as a non-voting member and one (1) Faculty Member from each department, and the University Library, each of whom shall be elected in accordance with the Bylaws of the Faculty Senate. The President of the Faculty Senate shall be elected by a majority vote of those bargaining unit members voting. A new Faculty Senate President will be elected every two (2) years. The first election will be held on April 1, 2016. The election will be run by the EMU-AAUP.
- 441 While in office, the President of the Faculty Senate shall be granted one-half (1/2) release time during the Fall and Winter semesters.
- 442 The Faculty Senate shall provide recommendations to the Provost, with copies to the EMU-AAUP on all credit producing areas, scholarly/creative activity, and instructional matters including but not limited to admissions, advising, withdrawals and incompletes, grading, attendance, assessment,

General Education, Extended Programs and Educational Outreach, research, graduate programs, the distribution of new faculty hires across colleges and the library, and other instructional matters affecting more than one (1) college. The Provost or designee shall respond in writing to written recommendations in a timely manner.

443 The Faculty Senate and the Provost shall mutually agree to any modification of the established system for providing recommendations and operational guidelines. The Association reserves the right to object to any modification(s) on the grounds that such modification(s) violate this Agreement or the Association's rights and obligations as the sole bargaining representative.

444 It is understood by the parties that when Faculty input is sought, Faculty Senate shall have the right to select or appoint Faculty representatives on all university-wide committees, commissions, councils, or task forces. Should Faculty Senate choose not to appoint a representative, they will notify the Provost and Vice President in writing in a timely manner. If minutes are taken, chairs of these university-wide bodies shall distribute minutes of their meetings to the Faculty Senate President in a timely manner. This does not limit the University's right to invite Faculty to serve on any committee, commission, council or task force; however, these Faculty Members are not to be construed as providing Faculty input under Article XIII of the Agreement.

445 D. Graduate Council

446 As a standing subcommittee of the Faculty Senate, the Graduate Council shall provide recommendations to the Faculty Senate on issues concerning scholarly/creative activities and instructional matters regarding graduate programs.

Rules, policies and regulations pertaining to graduate programs are determined by the Graduate School to the extent that no such rule(s), policy(ies) or regulation(s) or modification thereof, shall be contrary to the clear and express terms of this Agreement, nor shall any such rule(s), policy(ies), regulation(s), or rates be administered to detract from rights clearly and expressly given to the Association or its members by the terms of this Agreement. The introduction or modification of rules, policies, or regulations that require Faculty input under the provisions of Article XIII.A. shall be forwarded to the appropriate Faculty body (e.g., departmental committee, college council, Faculty Senate) for consideration and recommendation prior to implementation by the University.

447 The Graduate Council shall be comprised of ten (10) Faculty members appointed by the respective College Councils and the Library, in the following way: four (4) members shall represent the College of Arts and Sciences, two (2) members shall represent the College of Health and Human Services, with all other colleges and the Library having one (1) representative each.

448 The Graduate Council and the Director of Graduate School shall mutually agree to any modification of the established system for providing input and operational guidelines. The Association reserves the right to object to any modification(s) on the grounds that such modification(s) violate this

Agreement or the Association's rights and obligations as the sole bargaining representative.

449 E. Academic Affairs Educational Environment and Facilities Planning Committee.

450 The committee will be composed of eighteen (18) members including ten (10) representatives appointed by the Faculty Senate; four (4) members shall represent the College of Arts and Sciences and two (2) from the College of Health and Human Services with all other colleges and the Library having one (1) representative each. The Faculty Senate shall choose one of the appointed Faculty Members to serve as the committee co-chair. Eight (8) administrative appointees, including an administrator from each college and one from the library will be appointed by the Provost's Office, and the Provost will appoint one of these to co-chair the committee. In addition, the Chief of Operations of Physical Plant shall designate a non-voting representative and alternate to attend meetings of the committee, provide needed information to the committee, request input on academic projects being considered by Physical Plant, and assist in channeling input from the committee back to Physical Plant. The administrative and faculty co-chairs shall coordinate on developing agendas and scheduling meetings.

451 The Academic Affairs Educational Environment and Facilities Planning Committee will plan, analyze, make recommendations, and/or facilitate issues related to buildings and instructional facilities that house various colleges and offices within the division. The Committee also serves to provide input when required under the terms of this Agreement to the Provost and Vice President for Academic Affairs regarding facilities.

452 The Committee will:

453 1. Assist with planning the facilities needs of Academic Affairs such as building new instructional facilities and renovating or upgrading existing instructional facilities.

454 2. Assist with evaluating the current physical, climatic, and technology conditions in EMU's classrooms, labs, and faculty offices, and recommend such improvements as may be appropriate.

455 3. Assist with setting divisional maintenance and renovation priorities for classrooms such as furniture and instructional equipment needs.

456 F. In all sections of this Agreement calling for Faculty Input, it is understood that such input will be through the structures developed in Article XIII above.

457 G. Standing Committee on Departmental Evaluation Documents

458 1. A Standing Committee, consisting of four (4) representatives selected by the Association and four (4) representatives selected by EMU, shall be appointed. The Parties shall each designate a co-chair from among the members of the committee. The committee shall review all revisions submitted to modify existing documents or recommendations to create new documents. The Standing Committee may serve as a resource for the Department Evaluation Document revision process and make recommendations to the Parties about evaluation criteria and procedures.

459 2. It is understood that the existing format, criteria, and standards of current

Departmental Evaluation Documents established under the terms of the 2012 Master Agreement (including its Appendix F) are acceptable insofar as they are consistent with the terms of the current Agreement.

460 3. Revisions


461 a. Revisions in existing Departmental Evaluation Documents that are consistent with the terms and conditions of this Master Agreement may be initiated by the Faculty in a department, the Department Head or the Dean of the College. Faculty Members and Administrators are encouraged to seek the advice of the Office of the Assistant Vice President for Academic Human Resources and the Association prior to proposing revisions. Recommended changes shall be presented to the Faculty in the department, who shall be given an opportunity to vote on any proposed revision(s) and provide a written rationale in support of their position.

462 Proposed revisions, the vote of the departmental Faculty and any accompanying written rationale shall be forwarded simultaneously to the Assistant Vice President for Academic Human Resources, the Dean, and the Association, by the Department Head, and shall be reviewed by the Department Head, who shall within thirty (30) calendar days excluding summer term either note concurrence with the recommended changes(s) or, in a written statement, provide a rationale as to why the proposed change should not be approved, and if such statement is not provided within thirty (30) calendar days excluding summer term will be deemed approved by the Department Head. The recommendation for change, the Faculty vote and its written rationale, if provided, and the Department Head's concurrence shall be forwarded to the Dean for consideration. The Dean shall within thirty (30) calendar days excluding summer term either note concurrence with the recommended change(s) or, in a written statement, provide a rationale as to why the proposed changes should not be approved, and if such statement is not provided within thirty (30) calendar days excluding summer term will be deemed approved by the Dean. The recommendation for change, the faculty vote and its written rationale, if provided and the Department Head and Dean's concurrence or written exceptions shall be forwarded by the Dean to the Standing Committee for its consideration. The Standing Committee shall respond, in writing, to the request within thirty (30) calendar days (excluding summer term) either approving the requested change(s) or providing a rationale as to why the proposed changes were not approved.


463 b. Revisions must be submitted to the Standing Committee by no later than January 15 of each academic year and approved by no later than March 15 for such revisions to be applicable in the following year's evaluation process. It is agreed that the Standing Committee will meet twice in each of the fall and winter semesters to consider submitted revisions. A completed and dated signature page must accompany each Departmental Evaluation Document approved. Once approved, copies including the completed signature page, are held by the EMU-AAUP and the Assistant Vice President for Academic Human Resources. Copies are sent to the

- Department Head for distribution to all Faculty. New Faculty receive the Departmental Evaluation Document from the Department Head.
- 464 c. In those instances where there is not a majority vote of the Standing Committee to support a recommended change, the Departmental Evaluation Document shall stand as previously written.
- 465 H. New Departments and/or College Reorganization
1. Tenure-track and Tenured Faculty
- a. Tenured Faculty shall retain the original date of their Tenure as they are transferred to the new department and said Tenure status shall be recognized thereafter as residing in the new Department.
- b. Probationary Faculty working towards Tenure shall work towards Tenure in their new Department in accordance with the probationary evaluation schedule in which they were originally hired.
- 466 2. New Departmental Evaluation Documents
- 467 a. Departments newly created, split, or merged during the life of this Agreement shall complete the development of a Departmental Evaluation Document and obtain Standing Committee approval by no later than April 30th of the first complete academic year following the creation, split, or merger of the department(s).
- 468 b. Procedural channels identical to those set forth in Article XIII.G. above shall be utilized when submitting proposed documents to the Standing Committee.
- 469 c. In those instances where there is not a majority vote of the Standing Committee to support a newly created Evaluation Document by April 30th of the first complete academic year following the creation, split, or merger of the department(s), applicants from said department shall be evaluated against the standards of performance set forth in Article XV of this Agreement.
- 470 d. During the year that a merged, split or newly created department is developing an Evaluation Document, Faculty affected by such creation, split, or merger shall be evaluated in accordance with the Departmental Evaluation Document that was applicable to their performance prior to said creation, split, or merger.
- 471 3. Evaluations
- 472 a. Until the new Departmental Evaluation Document is approved and takes effect, Faculty shall be evaluated in accordance with the performance standards, criteria, and procedures in the Departmental Evaluation Document of the original Department. The original department committee, Department Head and Dean shall complete the evaluation. In unique circumstances, the College Council will appoint a new department evaluation committee.
- 473 b. Once the new Departmental Evaluation Document is approved and takes effect, Faculty shall be evaluated in accordance with the performance standards, criteria, and procedures in the new Departmental Evaluation Document. The new department committee, Department Head and Dean shall complete the evaluation.

- 474 4. Departmental Input Document
- 475 a. Newly created or merged departments or colleges, and those departments or colleges that are otherwise absent a system for Faculty input as provided in this Agreement, shall develop and submit an Input Document for approval by no later than April 30 of the first (1st) complete year following the creation, split, or merger of a department or college, whichever is applicable. If such are not in place by April 30, as provided herein, the generic document developed and approved by EMU and the Association shall be implemented.
- 476 5. Input
- 477 The EMU-AAUP and EMU agree to the following process for any proposed departmental realignment, within or across colleges.
- 478 The process will be as follows:
- 479 a. The Dean(s) will ask, in writing, for written input from the affected departments/programs on the move of any programs or faculty. The input will be required within thirty (30) working days from the day the input is requested.
- 480 Faculty may ask for any information and/or data needed regarding the move from the Dean(s). This information and/or data will be provided by the office of the Dean(s) or Academic Human Resources.
- 481 Faculty will vote on whether Faculty members moving from one department to another can be appointed based on DED appointment standards.
- 482 A majority of the entire Faculty in the new department must approve giving Tenure and rank to the Dean(s) within thirty (30) days of the requested input.
- 483 b. After the Dean(s) receives the input from the affected department faculty, the Dean(s) will decide whether or not to move forward with the move.
- 484 If the Dean(s) supports the move, the Dean(s) will ask, in writing, for written input from the appropriate College Council(s) on the realignment of any programs or faculty.
- 485 If the Dean(s) does not support the move, the Dean(s) will provide a written response to the faculty in the affected Departments regarding the decision to not support the move, as well as respond to specific comments, concerns and issues based on the input. The Dean(s) has thirty (30) working days to issue the response.
- 486 c. After receiving written input from the College Council(s), the Dean(s) then has thirty (30) working days to respond to the input from the College Council(s) and make a decision regarding whether or not to allow the move.
- 487 d. If the reorganization is across colleges, the Faculty Senate will provide input to the Provost. The Provost will then have thirty (30) working days to respond to the Faculty Senate.



**Shared Governance in the
EMU-AAUP/EMU Master Agreement
Presentation to the EMU Board of Regents
November 1, 2016
Susan Moeller, EMU-AAUP President**



- EMU-AAUP/EMU Faculty Union Contract guarantees shared governance for the faculty.
- Article XIII – Faculty Participation in Governance - has procedures and processes for the implementation, monitoring, and enforcement of faculty shared governance.
- Changes may only be made at the table during contract negotiations.



Definition of Official Input

Faculty Shared Governance = Faculty INPUT to the Administration

Only input received through contractual procedures is counted as "official input"

Administration must provide written response to input within 15 days; it must be supported by reasoning and evidence



Levels of Input

- Departmental/School Level to the Department Head/School Director
 - College Level to the College Dean
 - Faculty Senate to the Provost



Areas of INPUT – Departments/Colleges

- Personnel/Teaching Related Issues
 - Instruction/Curriculum
 - Finance/Budget



Procedure Documents

- Departmental Input Documents - DID – 33 separate documents
- College Input Document – CID or Bylaws – 5 Colleges plus Library
 - Located on AHR Website

http://www.emich.edu/ahr/documents_menu/deds.php



Faculty Senate Bylaws

- Provide recommendations on instructional matters, programs, new faculty hiring, and instructional matters affecting more than one college.
- Union and Administration must agree to the bylaws.
- Only faculty appointed by the Senate to University Committees give official input.
- Provost shall respond in writing to an official recommendation.



Other Input Bodies/Committees

- Graduate Council
- Academic Affairs Educational Environment/ Facilities Planning Committee
- Department Evaluation Document (DED) Committee
- Health and Safety Committee
- Process for establishing new departments and/or college reorganizations.



Contractual Rights for Input

- Monitored through the Grievance Process
 - Nice to be asked vs. having to ask



Examples

- Hiring a new dean versus appointing an interim dean
- Program and Course Approval Input Process
- Input on Teaching Schedules /Curriculum/ Hiring New Faculty
- Hiring a new Provost – contract **requires** faculty input
versus
Hiring of a new CFO – contract **does not require** faculty input.
- Input **is not** required on what building renovation requests to send to the State, but input **is** required on Strong Hall renovations as it relates to faculty working conditions/ instructional/ research space.

Shared Governance at EMU: The Role of the Faculty Senate

Presentation to the Faculty Affairs Committee
of the Board of Regents
November 1, 2016

Judith Kullberg, President of Faculty Senate
Zachary Moore, Chair, Academic Affairs Committee

Objectives of this presentation

- * Review general principles of shared governance
- * Survey the role of the Faculty Senate in shared governance at EMU
 - * Review the structure and function of the Senate
- * Reflect on the strengths and weaknesses of shared governance at EMU

What is shared governance?

- * Joint-decision making of governing board, administration, and faculty
 - * The general principles of shared governance are laid out in the “Joint Statement on Government of Colleges and Universities” adopted by the AAUP, ACE, and AGB in 1966:
 - * **Important decisions or “areas of action” should involve “the initiating capacity and decision making participation of all institutional components.”**
 - * Collaborative relationship between the board, administration, and faculty.

Character and significance of shared governance

- * A system of shared governance should ensure
 - * faculty participation in planning and decision-making processes
 - * continual collaboration between faculty and administration
 - * transparency of the decision-making process
 - * administrative accountability
- * Shared governance enhances institutional performance, and is essential for the realization of the mission.
 - * **EMU’s mission statement:**
 - * ***EMU enriches lives in a supportive, intellectually dynamic and diverse community. Our dedicated faculty balance teaching and research to prepare students with relevant skills and real world awareness. We are an institution of opportunity where students learn in and beyond the classroom to benefit the local and global communities.***

Why faculty participation in governance is essential

- * The faculty is the heart and mind of the university. Good policies cannot be made without full faculty involvement.
- * The faculty is responsible for carrying out the educational mission of the university.
 - * Knows and understands the students, their problems and needs
- * Shared governance systems of American colleges and universities are models of democracy, part of the foundation of a democratic society

Rights/Responsibilities of the Faculty Senate

- * Specified in the contract and Faculty Senate by-laws
- * Per contract
 - * Article XIII of the contract. Specifies the procedures for the involvement of faculty in decision-making. Goal is to “ensure mindful participation by the Faculty with the ultimate decision-making resting in EMU management, but with an assurance of regularity and fair play.”
 - * The Senate provides recommendations to the Provost on “all credit producing areas, scholarly/creative activity, and instructional matters”
 - * Including, but not limited to, admissions, advising, withdrawals and incompletes, grading, attendance, assessment, General Education, Extended Programs and Educational Outreach, research, graduate programs, the distribution of new faculty hires across colleges and the library, and other instructional matters affecting more than one college
 - * Senate appoints Faculty representatives on all “university wide-committees, commissions, councils, or task forces.”

Rights/Responsibilities of the Senate (cont.)

- * Per by-laws (based on the Joint Statement on Government of Colleges and Universities)
 - * Areas of joint responsibilities with the administration/board
 - * Determining general education policy
 - * Mission statement, curricular and instructional issues that affect more than one college
 - * Advise on matters of student life that affect the academic mission
 - * Internal operations.
 - * Advise the administration on long range plans, decisions regarding physical resources, the academic budget, the university budget, selection and evaluation of high administrative officers (Deans and above)
 - * External relations: public statements
 - * Champion the right of faculty members, students and other members of the university community to speak on general educational questions and administration of the university
 - * Present faculty perspectives on the programs and mission of the university

The structure of the Faculty Senate

- * Membership
 - * Provost or her/his representative (non-voting member)
 - * Faculty representatives. One representative and one alternate elected by each department or school for a 3-year term. 34 members.
 - * Elections are held on a rotating basis so that 1/3 of representatives are newly elected each year.
- * Officers
 - * President. Directly elected every two years by the entire faculty (members of the AAUP).
 - * Vice president, Secretary, and Membership Coordinator. Elected annually by the members of the Senate.

The Structure of the Faculty Senate (cont.)

- * Executive board (FSEB). Composed of officers and chairs of the standing committees, who are nominated by the president and confirmed by the Senate.
- * Extensive committee structure
 - * Standing committees: Academic Issues, Institutional Issues, Student Issues, Graduate Council, Technology Issues and Intercollegiate Athletics Advisory Committee
 - * Other Senate committees
 - * University wide-committees with some members appointed by the Senate

Operation of Faculty Senate

- * Meetings held bi-weekly, 6-7 times per term.
- * Agenda developed by the FSEB with input from representatives and chairs of committees and in consultation with the Provost
- * The Senate discusses issues, debates and votes on motions to approve recommendations/ proposals submitted by the university committees or directly by the administration.
- * Occasionally, resolutions are drafted by members and/or the FSEB. Discussed and voted on by the Senate.

Assessing Shared Governance at EMU

- * How effectively are faculty providing the types of input specified in the contract?
- * How effectively are faculty involved in the areas of decision-making specified in the Senate by-laws?

Recent Issues

- * Recent examples of Senate articulation of faculty perspectives on policies and operations
 - * Resolutions on the Educational Achievement Authority (EAA)
 - * The closed presidential search
 - * Joint Faculty/Student report on the university budget (with the AAUP and Student Government)
 - * Recommendations regarding athletic spending
 - * Kresge Environmental Education Center (Fish Lake)
- * All reactions to policies adopted or decisions made with little to no faculty involvement

The faculty perspective on shared governance at EMU

- * Institutional drift
 - * Strategic plan was developed (with late faculty involvement), but the plan has not been implemented
 - * Result: lack of institutional direction
- * Gap between the formal scope of shared governance (in the contract and Senate by-laws) and the reality
- * Lack of communication with faculty
- * Examples of recent major decisions that were made without faculty participation
 - * Consequences of those decisions

How we might strengthen shared governance at EMU

- * Steven Bahls, "How to Make Shared Governance Work: Some Best Practices"
 - * 1. Actively engage board members, administrators, and faculty leaders in a serious discussion of what shared governance is (and isn't).
 - * 2. Periodically assess the state of shared governance and develop an action plan to improve it.
 - * 3. Expressly support strong faculty governance of the academic program.
 - * 4. Maintain a steadfast commitment to three-way transparency and frequent communication.
 - * 5. Develop ways to increase social capital between board members and faculty members.

Integral leadership

- * Linking “the president, faculty, and board in a well-functioning partnership purposefully devoted to a well-defined, broadly affirmed institutional vision.”
- * The benefits that would accrue to EMU from such a partnership!

Eastern Michigan University Faculty Senate
BY-LAWS
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

I. NAME

The name of this organization shall be the Eastern Michigan University (EMU) Faculty Senate.

II. PURPOSE

The Faculty Senate shall act as the representative voice of the Eastern Michigan University faculty (the EMU-AAUP Bargaining Unit) in academic matters that affect more than one college and in university matters beyond the Academic Division that are not rights and responsibilities of the EMU-AAUP.

A. Contractual Authority

The Faculty Senate is given specific authority in the EMU-AAUP Master Agreement. The relevant sections of the current Master Agreement are included as Appendix 1 to these Bylaws.

B. Commitment to Joint Effort

The Senate endorses the principles delineated in the *Joint Statement on the Government of Colleges and Universities* which is included as Appendix 2 to these By-laws. The Senate reaffirms the call for joint effort made in the *Joint Statement*:

"The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students and others. The relationship calls for adequate communication among these components and full opportunity for joint planning effort."

and endorses these suggested guidelines for decision making:

- (1) *"Important areas of action involve, at one time or another, the initiating capacity and decision making participation of all institutional components."*
- (2) *"Differences in the weight of each voice, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand."*

III. AREAS OF RESPONSIBILITY

A. Areas of Joint Responsibility

The Joint Statement on the Government of Colleges and Universities delineates three broad areas of joint responsibility: determining a general education policy, internal operations, and external relations. As the Faculty's agent for governance at the university level, the Faculty Senate interprets its responsibility in these three areas as follows:

1. Determining General Education Policy

**Eastern Michigan University Faculty Senate
BY-LAWS**

Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

- a. Participate in formulating and approving changes in the Eastern Michigan University Mission Statement
- b. Advise the Provost and Vice President for Academic and Student Affairs on curricular and instructional issues that affect more than one college
- c. Advise the Administration and Regents on matters such as proposed changes in the size or composition of the student body and relative emphasis to be given to various elements of the educational and research program
- d. Advise the Administration and Regents on matters of student life that relate in significant ways to the academic mission of the University

2. Internal Operations

- a. Advise the Administration and Regents in the framing and execution of long range plans
- b. Advise the Administration and Regents on decisions regarding existing or prospective physical resources
- c. Advise the Provost and Vice President for Academic and Student Affairs on Divisional Budget and division-wide resource issues
- d. Advise the Administration on university budget and resource issues
- e. Participate in the selection of the President
- f. Participate in the selection of the academic officers at the level of Dean and above
- g. Advise the appropriate authority on retention of the above-mentioned officers

3. External Relations: Public Statements

- a. Champion the right of faculty members, students and other members of the university community to speak on general educational questions and the administration and operations of the university
- b. Present faculty perspectives on the educational programs and mission of Eastern Michigan University to the public
- c. Ensure that Faculty Senate spokespersons faithfully represent the position of the Faculty Senate in official statements

B. Appropriate Channels

Advice to the Administration shall be provided directly to the Provost or President (as appropriate) in the established manner or in other ways that may be agreed upon by the parties. Advice shall be presented to the Regents through the Faculty Affairs Committee, through presentations at the Public Communications segment of Board meetings or through other channels that may be established in the future. In all cases, care shall be taken to inform the Provost when advice is given to the President and to inform both the President and Provost when advice is given to the Regents.

C. Faculty Perspectives

The Faculty Senate recognizes that many of our most treasured faculty prerogatives in curriculum and instruction are best exercised at the individual, department, or college level and will champion the principle of local faculty control, free of unnecessary

**Eastern Michigan University Faculty Senate
BY-LAWS**

Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

restrictions or encroachments, where such control is feasible and consistent with the EMU-AAUP Master Agreement.

IV. MEMBERSHIP

The membership shall be as specified in the current EMU-AAUP Master Agreement. For the purposes of these By-laws, Department includes professional Schools and the University Library. If departments are created or eliminated during the life of the Master Agreement, the membership of the Senate shall be modified accordingly. Each department is allocated, by contract, one voting member, and by the Senate By-laws, one alternate member.

A. Election of Members and Alternates

Following the Faculty Senate Rotation of Elections calendar (See Appendix 3), Senators and their alternates for each school, department, or program shall be elected by their constituents no later than May 1 and the results of the election shall be reported by the outgoing/re-elected representative to the Membership Coordinator of the Faculty Senate no later than May 15. Exceptions shall be made in advance, explained, negotiated, and reconciled with the Membership Coordinator, the keeper of the membership roster.

B. Terms

Members shall be Bargaining Unit members, elected by the Bargaining Unit members in their respective departments. Members shall be elected for three-year terms. The terms of office begin and end on September 1. Members shall be elected so that approximately one third of the Senate is newly elected each year. New members and alternates serve as alternates from the date of their election until assuming office on September 1. The rotation of elections is specified in Appendix

C. Absences and Vacancies

If the regular member is unable to meet with the Senate, the alternate shall assume the role of member, with full voting privileges, for the period of the absence. Should a member resign from Senate or leave the University, the unexpired term shall normally be filled by the alternate who shall become the official department representative. If the time remaining in the term is long, the department may wish to elect a new alternate member. In any event, the alternate must inform the President and Membership Coordinator that he/she is taking the place of the member and for what duration. In such cases, the department should inform the President that the change has been made.

D. Removal from Office

Should it be determined that a member of Senate (regular or alternate) is unable or unfit to continue as a representative, Senate shall inform the department and the faculty in the department shall have the prerogative to recall the representative by whatever means they deem advisable, and to elect a new representative to fill the unexpired term. The department may recall its member or alternate at any time and elect a new member or alternate who shall complete the unexpired term. In such

Eastern Michigan University Faculty Senate
BY-LAWS
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

cases, the department should inform the Membership Coordinator that the change has been made.

V. OFFICERS AND EXECUTIVE BOARD

A. Election of the President

1. The President of the Faculty Senate shall be elected by a majority vote of the bargaining unit members voting.
2. The members of the EMU-AAUP bargaining unit shall elect a President in April of each even numbered year. The election of the President shall be run by the EMU-AAUP. The newly elected President shall take office on September 1 of the year of the election and shall serve two years. The President may not serve more than two consecutive elected terms.
3. To be eligible to be nominated as the Faculty Senate President, the person is required to be a faculty member of the bargaining unit as defined by the AAUP Master Contract.
4. In the event there are three or more candidates for President and no candidate receives a majority of the votes cast, a runoff election managed by the AAUP will take place between the two candidates who received the greatest number of votes on the first ballot.

B. The Election of the Vice-President, Membership Coordinator, and Secretary

1. There shall be a Vice-President, Membership Coordinator, and Secretary, nominated by regular Senate members from among their number and elected by a majority secret ballot vote of those present at the Senate where a quorum is met.
2. In the event there are three or more candidates for Vice-President, membership Coordinator, and Secretary positions and no candidate receives a majority of the votes cast, a runoff election will take place between the two candidates who received the greatest number of votes on the first ballot.
3. The Vice-President, Secretary, and Membership Coordinator shall be elected in April for terms of one year. They will take office on September 1.

C. Duties of the Officers

The Officers shall be responsible for performing or delegating the responsibility of the following duties of their respective office:

1. President

- a. The President represents the faculty of the university and not the department in which s/he holds academic appointment.

**Eastern Michigan University Faculty Senate
BY-LAWS**

Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

- b. Chair all Faculty Senate and Executive Committee Meetings
 - c. Provide a President's Report to the Faculty Senate on relevant issues under discussion in Executive Committee and progress on attaining Faculty Senate objectives.
 - d. Send agendas to the Faculty Senate members one week prior to the Faculty Senate.
 - e. Send corrected and approved minutes of Faculty Senate meetings to all EMU faculty, the Provost, the President, and the President of the board of Regents and any other parties who have particular interest in the meeting's agenda items.
 - f. Represent the Faculty Senate to the Board of Regents, the University President, the Provost and Vice-President of Academic Affairs and to other entities both inside and outside the university in matters where Faculty Senate opinion and/or action is relevant.
 - g. Serve as a liaison to other university or external entities that seek to collaborate with Faculty Senate and/or seek faculty input.
 - h. When the president meets with the Provost or President or a Regent (or group of Regents), s/he must be accompanied by either the vice-president or a member of the executive board.
- 2. Vice-President**
- a. Serve as the President Pro-Tem in the absence of the President.
 - b. Assist the President when needed.
 - c. Serve as the President if the elected President is no longer able to finish his or her term of office.
 - d. Monitor the work and progress of University Committees where Faculty Senate has appointed representatives.
- 3. Secretary**
- a. Record the minutes of the meetings of the Faculty Senate and distribute them in draft form to the members of the Executive Board for review. Corrections are made in a timely fashion so that a draft can be distributed to Faculty Senate members prior to its next meeting.

**Eastern Michigan University Faculty Senate
BY-LAWS**

Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

- b. Record notes on meetings of Executive Boards and distribute them in draft form to the members of the Executive Board for review. Make corrections if needed.
 - c. Provide the President with corrected and approved minutes for distribution.
- 4. Membership Coordinator**
- a. Monitor the Faculty Senate web page to ensure it is current and useful to faculty and the public.
 - b. Monitor the terms of office of the members of Faculty Senate. Notify each department that their Faculty Senator's term is ending and therefore the department should schedule an election. .
 - c. Maintain corrected lists of members and their alternates for the President to distribute communications to them. Oversee the clerical preparation of desktop nametags and attendance sheets.
 - d. Maintain updated lists and email and telephone contact information of Faculty Senate members. Provide these lists to Senate members and oversee their posting on the website.
 - e. Maintain updated lists of all faculty members serving on University Committees who were appointed by the Faculty Senate.

D. Executive Board

The Executive Board shall consist of the four officers: President, Vice-President, Membership Coordinator, Secretary, and the chairs of the Standing Committees who are appointed by the President, and ratified by a majority vote of the Faculty Senate. The President shall take into account representation of all colleges in making appointments.

The Executive Board

- 1. Shall meet on the second and fourth (and, if needed the fifth) Wednesday of each month during the Fall and Winter terms, and as needed during the Spring and Summer terms.
- 2. Is empowered to meet and act for the Senate when it is impractical for the full Senate to meet and there is business to conduct that cannot be postponed. In all such cases, a full report of such action shall be made to the Senate in a timely manner, and the Senate shall be asked to reaffirm the action.
- 3. Shall direct all requests for input to the appropriate committee or officer and establish tentative timelines and track progress to ensure a timely response

Eastern Michigan University Faculty Senate
BY-LAWS
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

4. Shall provide advice and assistance to committee chairs.
5. Shall oversee communication with faculty members who have been appointed by the Senate to represent faculty on university board and committees, and shall be responsible for communicating important information to the Senate or the faculty at large.
6. Shall make recommendations to the Faculty Senate on appointments and other matters that it deems appropriate.
7. Shall collaborate with or empower the Faculty Senate President to prepare agendas for Faculty Senate meetings.

VI. MEETINGS

Regular meetings of the Faculty Senate will be held twice a month on the first and third Wednesday of the month. Special meetings may be called as needed by the Executive Board or the President. The schedule of regular meetings will include the Fall and Winter semesters. Meetings may be called at other times as needed.

VII. VOTING AND QUORUM

A quorum shall consist of one half of the voting members. Every member shall be entitled to one (1) vote. Alternate members who are attending in place of the regular member shall have full voting privileges. There shall be NO proxy voting in absentia. Except as specified elsewhere in the By-laws, a motion must be supported by a majority of representatives or alternates eligible to vote in a 2/3rds quorum in order to carry.

VIII. PROVOST & VICE-PRESIDENT OF ACADEMIC & STUDENT AFFAIRS

The Provost and Vice-President for Academic Affairs or designee shall serve as a non-voting member.

IX. STANDING & OTHER COMMITTEES

A. The Standing Committees are:

1. Academic Issues
2. Institutional Issues
3. Intercollegiate Athletics Advisory Committee
4. Student Issues
5. Technology Issues
6. Graduate Council

B. Other Committees

**Eastern Michigan University Faculty Senate
BY-LAWS**

Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

1. Budget and Resources
2. Distinguished Faculty Awards Committee
3. Procedures & Elections
4. New Faculty Hires
5. Global Engagement Council

C. Committee Chairs

The chairs of the Standing Committees are Senate members nominated each fall by the Senate President and confirmed by a majority vote of the Senate. Except under extraordinary circumstances, a faculty member may serve as chair on only one Standing Committee.

D. Standing Committee Members

The chairs of the standing committees Each Standing Committee, with the exception of the Graduate Council, shall consist of the Chair and faculty members chosen, wherever possible, to reflect the departmental and college diversity of the University. The composition of individual committees, including provision for ex-officio members, may be more clearly specified in the Operating Procedures of those committees.

E. The Graduate Council

The Graduate Council shall provide recommendations to the Faculty Senate on issues concerning scholarly/creative activities and instructional matters regarding graduate programs.

The Graduate Council shall be comprised of the chair (appointed per paragraph B) and ten (10) Faculty members appointed by the respective College Councils and the University Library, in the following way: four (4) members shall represent the College of Arts & Sciences, two (2) members shall represent the College of Health & Human Services, with all others colleges and the Library having one (1) representative each.

F. Operating Procedures

Each Standing Committee, as needed, shall draft a statement of its Standard Operating Procedures including any special provisions for the composition and selection of its members that are not specified in C and D above. These statements shall be subject to ratification of the Senate and shall be appended to these By-laws as approved. They may be modified with the approval of the Senate.

X. PROCEDURES

Except as otherwise provided in the By-laws, Senate procedures shall be governed by Robert's Rules of Order.

XI. AMENDMENTS

**Eastern Michigan University Faculty Senate
BY-LAWS**
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

A Senator may propose an amendment to the By-laws in writing at any regularly scheduled meeting. The amendment will be acted upon at the next meeting. Acceptance requires a two thirds majority of the members of the Senate.

APPROVED:

1. By the Faculty Senate

January 20, 2016
Date Faculty Senate President

[Redacted Signature]

AGREED TO:

2. By the Provost

6/6/16
Date Provost and VP for Academic Affairs

[Redacted Signature]

3. By the EMU-AAUP

May 19 2016
Date EMU-AAUP President

[Redacted Signature]

Eastern Michigan University Faculty Senate
BY-LAWS
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

Appendix 1:

Section C of Article XIII of the EMU-AAUP Master Agreement

438 C. Faculty Senate

439 The faculty senate shall consist of the Provost and Vice President, or his/her designated representative, as non- voting member and one (1) Faculty Member from each department, and the University Library, each of whom shall be elected in accordance with the Bylaws of the Faculty Senate. The President of the Faculty Senate shall be elected by a majority vote of those bargaining unit members voting. A new Faculty Senate President will be elected every two (2) years. The first election will be held on April 1, 2016. The election will be run by the EMU-AAUP.

440 While in office, the President of the Faculty Senate shall be granted one-half (1/2) release during the Fall and Winter semesters.

441 The Faculty Senate shall provide recommendations to the Provost and Vice President, with copies to the EMU-AAUP on all credit producing areas, scholarly/creative activity, and instructional matters including but not limited to admissions, advising, withdrawals and incompletes, grading, attendance, assessment, General Education, Extended Programs, and Educational Outreach, research, graduate programs, the distribution of new faculty hires across colleges and the library, and other instructional matters affecting more than one (1) college. The Provost and Vice President or designee shall respond in writing to written recommendations in a timely manner.

442 The Faculty Senate and the Provost and Vice President shall mutually agree to any modification of the established system for providing recommendations and operational guidelines. The Associations reserves the right to object any modification(s) on the grounds that such modification(s) violate this Agreement or the Associations rights and obligations as the sole bargaining representative.

443 It is understood by the parties when Faculty input is sought, Faculty Senate shall have the right to select or appoint Faculty representatives on all university wide- committees, commissions, councils, or task forces. Should Faculty Senate choose not to appoint a representative, they will notify the Provost and Vice President in writing in a timely manner. If minutes are taken, chairs of these university- wide bodies shall distribute minutes of their meetings to the Faculty Senate President in a timely manner. This does not limit the University's right to invite Faculty to serve on any committee, commission, council or task force; however, these Faculty Members are not to be construed as providing Faculty input under Article XIII of the Agreement.

444 D. Graduate council

445 As a standing committee of the Faculty Senate, The Graduate Council shall provide recommendations to the Faculty Senate on issues concerning scholarly/creative activities

**Eastern Michigan University Faculty Senate
BY-LAWS**

Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

and instructional matters regarding graduate programs. Rules, policies and regulations pertaining to graduate programs are determined by the Graduate School to the extent that no such rule(s), policy(ies) or regulation(s) or modification thereof, shall be contrary to the clear and express terms of this Agreement, nor shall any such rule(s), policy(ies) or regulation(s), or rates be administered to detract from rights clearly and expressly given to the Association or its members by the terms of this Agreement. The introduction or modification of rules, policies, or regulations that require Faculty input under the provisions of Article XIII.A. shall be forwarded to the appropriate faculty body (e.g departmental committee, college council, Faculty Senate) for consideration and recommendation prior to implementation by the University.

- 446 The Graduate Council shall- be comprised of ten (10) Faculty members appointed by the respective College Councils and the Library in the following way: four (4) members shall represent the College of Arts and Sciences, two (2) members shall represent the College of Health and Human Services, with all other colleges and the Library having one (1) representative.
- 447 The Graduate Council and the Director of Graduate School shall mutually agree to any modification of the established system for providing input and operational guidelines. The Association reserves the right to object any modification(s) on the grounds that such modification(s) violate this Agreement or the Association's rights and obligations as sole bargaining representative.

Eastern Michigan University Faculty Senate
BY-LAWS
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

Appendix 2:

Joint Statement on the Government of Colleges and Universities

The Joint Statement can be found at:

<http://www.aaup.org/report/statement-government-colleges-and-universities>

Eastern Michigan University Faculty Senate
BY-LAWS
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

Appendix 3:

The following rotation of departmental elections shall be observed:

Amended by vote of Faculty Council - April 6, 2005

Group 1 (elected in 2008, 2011, 2014, 2017, 2020, 2023 etc.)

Accounting and Finance
African American Studies
Art
Biology
Chemistry
Communication and Theater Arts
Computer Information Systems
Computer Science
Halle Library
Health Promotion and Human Performance
Visual and Built Environments (SVBE)
Information Security and Applied Computing (SISAC)

Group 2 (elected in 2009, 2012, 2015, 2018, 2021, 2024 etc.)

Economics
Engineering Technology (SET)
English
World Languages
Geology and Geography
History and Philosophy
Leadership and Counseling
Management
Math
Nursing
Teacher Education

Group 3 (elected in 2010, 2013, 2016, 2019, 2022, 2025 etc.)

Health Sciences
Marketing
Music
Physics and Astronomy
Political Science
Psychology
Social Work
Sociology, Anthropology, and Criminology
Special Education
Technology and Professional Services Management (STPSM)
Women and Gender Studies

Appendix 4:

Faculty Senate Standing and Other Committees

Eastern Michigan University Faculty Senate
BY-LAWS
Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

A major portion of the Faculty Senate's work is done by its six standing committees and other committees. The Faculty Senate By-laws specify that the standing committees will be chaired by a member who is nominated by the Senate President.

STANDING COMMITTEES

ACADEMIC ISSUES:

Considers new degree programs and program revisions affecting the University as a whole, admission standards, grading policies, course number policies, and attendance policies, among others. A representative of this committee attends meetings of the Educational Policies Committee of the Board of Regents.

INSTITUTIONAL ISSUES:

Considers personnel policies, changes in building and grounds, and learning resources and library issues.

INTERCOLLEGIATE ATHLETICS ADVISORY COMMITTEE:

Encourages the proper balance between athletics and academics within the University life of the student athlete, advises the Director of Athletics on matters involving the University's intercollegiate athletic program, reviews operational procedures and practices and monitors the athletic program of the University.

STUDENT ISSUES:

Provides a liaison with the student government and administration on issues dealing with student affairs, facilitates student input on faculty concerns and faculty input on student affairs. A representative of this committee attends meetings of the Student Affairs Committee on the Board of Regents.

TECHNOLOGY ISSUES:

Considers technology policies, new technologies and usage issues.

GRADUATE COUNCIL

A standing committee of the Faculty Senate, the Graduate Council shall provide recommendations to the Faculty Senate on issues concerning scholarly/creative activities and instructional matters regarding graduate programs.

OTHER COMMITTEES

BUDGET & RESOURCES:

Monitors and reports on University and Academic Affairs Division budgets and expenditures. Develops a current profile of the EMU budget and expenditures that sheds light on operational University priorities. Also studies ABBR requests, presents information to Faculty Senate, and refines procedure Senate uses in ranking ABBR requests.

**Eastern Michigan University Faculty Senate
BY-LAWS**

Adopted by the Senate on Nov. 11, 2009; revised Jan. 20, 2016

DISTINGUISHED FACULTY AWARDS:

Suggests and screen nominees for honorary degrees. Also serves as an internal screening committee for Distinguished Faculty Awards.

PROCEDURES & ELECTIONS:

Conducts Faculty Senate Officer elections (except the election of the President), revises Faculty Senate By-laws, and aids in the selection of committee members and appointments.

GLOBAL ENGAGEMENT COMMITTEE:

The Global Engagement Council advises the Faculty Senate about issues related to the development of a faculty-led Global Engagement Center on campus.

NEW FACULTY HIRES COMMITTEE:

The Committee on New Faculty Hires is an oversight committee of the Faculty Senate. The specific charge of the NFH is to develop a process to be used across all colleges and the library for proposing tenure track faculty position and review the implementation of the process in each of the colleges and library to ensure conformance and fairness.

PCF/DB/RB: 1/20/16

Approved by Faculty Senate: 1/20/16