5.B - Core Component 5.B

The institution’s governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

1. The governing board is knowledgeable about the institution; it provides oversight of the institution’s financial and academic policies and practices and meets its legal and fiduciary responsibilities.
2. The institution has and employs policies and procedures to engage its internal constituencies—including its governing board, administration, faculty, staff, and students—in the institution’s governance.
3. Administration, faculty, staff, and students are involved in setting academic requirements, policy, and processes through effective structures for contribution and collaborative effort.

Argument

CWRU's administrative structures provide for effective management across all areas of the institution. The organizational structures of CWRU's central administration provides for the oversight, planning, and leadership of the major academic and business units of the university. See the organizational charts for the offices of the President, the Provost, and the Deputy Provost for details. Collaboration and information sharing occurs through regularly scheduled cabinet meetings of the President, the Provost's cabinet meetings, the Dean's Council (convened by the Provost and attended by the deans of the schools), the Academic Affairs Council (convened by the Deputy Provost and attended by the heads of the units that support the academic processes.) Other meetings (such as the Provost's annual leadership retreat) focus on planning, prioritization, and developing action agendas for future initiatives. All of these processes rely upon collaboration and the sharing of information used for decision making.

1. The responsibilities and powers of CWRU's Board of Trustees are stated in Article II of its bylaws. These include the authority to: (i) establish policies generally to govern the management and operation of the university; (ii) oversee the educational programs of the university; (iii) elect a president of the university; (iv) appoint and determine the rank of all members of the university faculty and of principal administrative officers; (v) hold and manage all the property and endowments of the university; (vi) approve the annual budget for the university and oversee its administration; (vii) grant degrees; and, (vii) promote the general interests of the university.

As each new trustee joins the Board, he/she is required to execute the CWRU Statement of Board Member Commitment and Responsibilities which details the Board member’s fiduciary duties and obligations.

The regular practices of the Board of Trustees allow it to maintain current knowledge about the university, and to provide effective oversight of its policies and operations. The Board and/or its standing committees meet regularly during the calendar year. These include three meetings of the full Board and nine meetings of the Executive Committee each year. The Executive Committee has the full authority to act on behalf of the Trustees except for: (1) the filling of vacancies in the Board of Trustees or the Executive Committee; (2) the election or removal from office of the president; and (3) the amendment of the Articles of Incorporation, the Regulations or the bylaws of the Board of Trustees.
The Board's Investment Committee, Academic Affairs and Student Life Committee, Development and University Relations Committee, Campus Planning Committee, and the Research and Technology Committee meet as part of the three full Board meetings that take place in October, February and June. The Board's Finance Committee and Audit Committee each meets five times a year; three on full Board weekends and two other times per year. The Committee on Trustees meets six times per year and the Compensation Committee meets as needed.

The Board sets the agendas for its meetings using input from senior members of the CWRU administration. Agenda topics (see sample) are selected to keep the Board current and informed about the university's operations. Depending on the specific topic area, various members of the administration, faculty, staff, or student body are invited to make presentations at these committee meetings. With the approval of the chair of the Board of Trustees, persons other than trustees are permitted to participate in the discussions/deliberations of any Board committees except for the Audit, Executive, Finance, and Compensation committees as well as the Committee on Trustees. Reports from the standing committees are given at the full Board meetings.

A number of CWRU Board members are alumni/ae of the university, and bring their unique perspectives to their roles as trustees. One of the trustees, Dr. Gregory Eastwood, brings special knowledge as a former interim president of the university.

2. The policies established or approved by the Board are to be administered by the President directly or by delegation to others (see bylaws, article II, sec. 3). Article VI of the bylaws provides that the university faculty has the responsibility to review and make recommendations to the president and, through the president, to the Board for the establishment or discontinuance of, or major organizational change in, any college, school or constituent faculty and policies governing appointment, promotion, tenure and termination of members of the constituent faculties. The individuals or governing bodies within the university and outside of the university that are required to review and/or approve new programs or changes to existing educational programs are summarized on the university's program approval matrix.

The Constitution of the University Faculty (which is contained in the Faculty Handbook, Chapter 2) provides, among other things, for the establishment of the Faculty Senate. The Senate is required to meet regularly and exercise all powers of the university faculty not reserved to the university faculty or delegated elsewhere by the university faculty (see Faculty Handbook, Chapter 2, Article V, Sec. A, Par. 1). The Faculty Senate meets monthly from September through April of each year. The Executive Committee of the Senate meets before each Senate meeting to approve the agenda. The Senate has thirteen standing committees that meet on a regular basis to discuss matters brought before them and to make proposals for Senate consideration. Voting membership of the committees consist of faculty members and in most cases students. Members of the administration or staff often serve ex officio on the committees. An undergraduate student, a graduate student, and a student pursuing a professional degree program all serve on the Faculty Senate. See the list of Senators and sample subcommittee membership lists. The provisions of the Faculty Handbook and Senate By-Laws provide a framework for Senate activities.

To inform the faculty of Faculty Senate business, a monthly newsletter (see sample) summarizing recent activities of the Senate is distributed. These newsletters are archived for easy reference.

Faculty members also participate in governance through their individual academic units. Each unit has its own bylaws that establish committees of faculty members, students, and staff. See the bylaws for the College of Arts and Sciences, the Case School of Engineering, the Bolton School of Nursing, the School of Law, the School of Dental Medicine, the School of Medicine, the Mandel School of
Faculty and staff members may also serve on university-wide committees such as the University Budget Committee or the President’s Advisory Council on Minorities.

The Staff Advisory Council (SAC) serves as an advisory group for administration and staff to provide feedback on university policies and issues. In addition, the SAC provides a forum for communication among and between the staff and university administration on all levels. The SAC Constitution provides the policies and procedures that underlie the role of SAC in university governance matters.

Undergraduate students participate in the governance of the university through committees of the Undergraduate Student Government such as academic affairs, information technology, and finance, and graduate students participate through the committees of the Graduate Student Senate such as health and wellness and professional development. Each academic unit also provides opportunities for students to be involved in governance.

3. Faculty, staff and students serve as members of standing committees within the college/schools including curriculum or equivalent committees that set academic program requirements. For instance, membership on the Curriculum Committee at the Mandel School of Applied Social Sciences includes among others, faculty members, two students elected by the school’s student government, the school’s administrator for student services, and the director of field education. A student council representative and a representative of the clinical staff serve on the Committee on Clinical Affairs at the School of Dental Medicine.

The Faculty Senate Committee on Undergraduate Education (FSCUE) is responsible for reviewing and recommending to the Faculty Senate with respect to academic matters including changes in academic requirements and regulations for undergraduate students; curricula, contents, and standards for newly-proposed undergraduate degree programs; and changes in existing undergraduate curricula and degree programs within a constituent faculty that specifically influence undergraduate degree programs or students enrolled in undergraduate degree programs in other constituent faculties. Members of FSCUE include faculty members, two students elected by the Undergraduate Student Government as well as administrators such as the Dean of Undergraduate Studies, and the Vice President of Enrollment Management. Faculty, staff and students also serve as members of the FSCUE subcommittees which include the Curriculum, Academic Standing, Admissions and Aid, and Student Life Subcommittees.

The Faculty Senate Committee on Graduate Studies is responsible for reviewing and recommending to the Faculty Senate regarding the academic standards and degree requirements of all programs under the administration of the Dean of Graduate Studies. The members of this committee include the Dean of Graduate Studies, the Associate Vice President for Research, nine faculty members, three graduate students, one post-doctoral scholar/fellow, and a professional school senator.

The powers and obligations of the Faculty Senate include making recommendations to the president for consideration and transmittal to the Board of Trustees with respect to policies governing the standards for curricula and content of all degree programs. They also include recommendation to the president for consideration and transmittal to the Board of Trustees with respect to new degrees and the discontinuance of existing degrees. Members of the Faculty Senate include an undergraduate student, a graduate student, and a professional-degree student.

Sources
- Bylaws - Bolton School of Nursing (rev. 1/14)
- Bylaws - Case School of Engineering (rev. 4/21/11)
- Bylaws - College of Arts and Sciences (rev. 3/20/13)
- Bylaws - Mandel School of Applied Social Sciences (rev. 3/20/13)
- Bylaws - Mandel School of Applied Social Sciences (rev. 3/20/13) (page number 8)
- Bylaws - School of Dental Medicine (rev. 9/20/07)
- Bylaws - School of Dental Medicine (rev. 9/20/07) (page number 25)
- Bylaws - School of Law (rev. 10/1/07)
- Bylaws - School of Medicine (rev. 2/22/12)
- Bylaws - Weatherhead School of Management (rev. 2/26/09)
- Charge to University Budget Committee and membership list - from website
- Constitution, Staff Advisory Council (2004)
- Faculty Handbook (2014)
- Faculty Handbook (2014) (page number 12)
- Faculty Handbook (2014) (page number 16)
- Faculty Handbook (2014) (page number 17)
- Faculty Handbook (2014) (page number 21)
- Faculty Senate Newsletter - archive website and sample newsletter
- Faculty Senate Newsletter - archive website and sample newsletter (page number 2)
- List of Board of Trustees members - from website
- Listing of Faculty Senate committees - from website
- Listing of Faculty Senators and sample subcommittee membership
- Listing of Faculty Senators and sample subcommittee membership (page number 4)
- Listing of Faculty Senators and sample subcommittee membership (page number 6)
- Listing of memberships on subcommittees of the Faculty Senate Committee on Undergraduate Education
- Organizational chart, Deputy Provost (July 2014)
- Organizational chart, President level (February, 2015)
- Organizational Chart, Provost (January 2015)
- Overview and listing of committees for the Graduate Student Senate (GSS) - from website
- Overview and listing of committees for the Undergraduate Student Government (USG) - from website
- Overview and membership of Staff Advisory Council - from website
- Overview of the President's Advisory Council on Minorities (PACM) - from website
- Program approval matrix - showing requirements for internal and external levels of approval
- Regulations and Bylaws - Board of Trustees
- Regulations and Bylaws - Board of Trustees (page number 3)
- Regulations and Bylaws - Board of Trustees (page number 7)
- Regulations and Bylaws - Board of Trustees (page number 8)
- Regulations and Bylaws - Board of Trustees (page number 16)
- Sample meeting agendae - Board of Trustees (May 2014)
- Statement of Commitment and Responsibilities - Board of Trustees