

# University Academic Senate Newsletter

April 2018

Number 1

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## 2017-2018 University Academic Senate Leadership Team:

**Felix Ngassa (Professor of Chemistry, representing CLAS)**

**Shawn Bultsma (Associate Professor of Educational Leadership and Counseling, representing COE)**

**Lisa Surman-Haight (Executive Assistant — Office of the Provost and Faculty Governance Assistant)**

## University Academic Senate Report 2017-2018

(Report by Felix N. Ngassa, Chair ECS/UAS, 2017-2018)

The University Academic Senate, UAS, is the highest faculty governance body, which has authority to deal with any academic issue or faculty concern. The UAS meets on average once a month during the fall and winter semesters. UAS meetings are open to the public. The Executive Committee of the Senate, ECS, serves as the clearing house for matters to be presented to UAS. As a clearing house, ECS discusses matters first and then makes recommendations that become business items for UAS. ECS meets once a week during the fall and winter semesters. ECS meetings are not open to the public. All recommendations from faculty governance to the Provost and/or President, come from the UAS or in some cases from the ECS acting on behalf of the UAS. Grand Valley State University prides itself in a genuine shared governance tradition that continues to ensure a collaborative working relationship between students, faculty, staff and administrators. The notion of shared governance in academia has many different interpretations and its application does not fit any particular set of characteristics. However, in my experience as the Chair of ECS/UAS, I see shared governance as a phenomenon that has as its principal objective to strike a balance between maximum participation in decision making with clear accountability. Through our shared governance model, there is more and more representation by faculty/staff/students in decision making and there is clear accountability by university administrators.

Genuine shared governance fosters frank and open communication with various constituencies; different constituencies are kept in the loop and given the chance to have an input or participate as partners in major decisions. In the fall of 2017 and winter of 2018, UAS made several recommendations that the Provost and/or other administrative bodies approved. Due to the timing of this report, more than a month before our last UAS meeting for 2017-2018, some of the UAS recommendations are still under review and their approval pending. According to our shared governance model, any new policy or change in policy that comes from the UAS can be approved by the following depending on the type of policy: University's BOT (BOT Policies), President's Cabinet (President's Cabinet Policies), Provost (Faculty Policies and Faculty Handbook Policies). In this report, UAS work in the 2017-2018 academic year has been categorized under the following headings:

Policies, Faculty Handbook Changes, Guidelines/Endorsements, Task Forces/Working Groups, Curriculum/New Programs, and Presentations.

## Governance Homepage:

<https://www.gvsu.edu/facultygov/>

### UAS/ECS Members

2017-2018:

#### CLAS:

Corey Anton

Christina Beaudoin

James Bell

Matthew Boelkins

Doug Graham

Jason Herlands

Jonathan Hodge

Brian Lakey\*

George Lundskow\*

Kin Ma

Douglas Montagna

Felix Ngassa\*

Harvey Nikkel

Tonya Parker\*

Charles Pazdernik\*

Kathryn Remlinger

Ross Reynolds

Karen Pezzetti

Dawn Richiert

Georgette Sass\*

Kevin Strychar

Melissa Tallman

Chris Toth

Deanna Weibel\*

Jennifer Winther

Megan Woller-Skar

#### SCB:

Yatin Bhagwat\*

Kurt Fanning\*

James Stanford

Paul Sicilian

#### CCPS:

Joan Borst

Naoki Kanoboshi

Salvador Lopez-Arias\*

#### COE:

Shawn Bultsma\*

Sean Lancaster

Karyn Rabourn

## I. Policies

Most of the recommended policies or policy changes were initiated by the standing committees of the senate. The policies were initiated based on the charges that the standing committees were given by the ECS at the start of the 2017-2018 academic year. UAS acted on the following policies and made recommendations to the Provost and/or the appropriate administrative body.

### FINAL EXAMS CANCELLATION/CLOSURE POLICY

The Academic Policies and Standards Committee (APSC) recommended a modification in the "Emergency Closure Policy" dealing with rescheduling final exams affected by cancellation or closure. The APSC recommendation was supported by the Provost and approved by the President's Cabinet.

### ATTENDANCE POLICY

The APSC recommended that two paragraphs under "Class Attendance" in the "Undergraduate Academic Policies and Regulations" be modified to construct a short list of absence justifications that must be accommodated and providing latitude to instructors for treatment of absences for other reasons. The APSC recommendation was approved by the Provost.

### ALL BUT DISSERTATION (ABD) POLICY

The Faculty Personnel Policy Committee (FPPC) recommended that an all but dissertation (ABD) candidate who is hired for a tenure-track position be hired at the rank of instructor or assistant professor level and be given three semesters (not counting Spring/Summer) to produce proof that the degree has been completed. The policy will provide consistency across colleges and units. The FPPC recommendation was supported by the Provost and will be presented to the Board of Trustees for approval at the April 2018 meeting

### COLLEGIALITY POLICY

The FPPC recommended that collegiality be understood in professional, not personal, terms, and as it relates to the performance of a faculty member's duties. Furthermore, collegiality is not a fourth, separate evaluation criterion and non-collegiality is normally a pattern of behavior. The FPPC recommendation was approved by the Provost.

### CONTRACT RENEWAL POLICY

The FPPC recommended that probationary appointment review be conducted to allow the unit, college, and university to formally assess the probationary faculty member's performance as he/she progresses towards tenure. In addition, when applicable, guidance should be offered for future tenure review. The FPPC recommendation was supported by the Provost and will be presented to the Board of Trustees for approval at the April 2018 meeting

### ANNUAL FACULTY SALARY ADJUSTMENT RECOMMENDATION

Each year the Faculty Salary and Budget Committee (FSBC) is asked to recommend to ECS/UAS a faculty salary adjustment increment for the coming budget year. The FSBC recommended that the university make efforts to reach our decade-long objective to return faculty salaries to, or above, the mean of Michigan Public Universities. In addition, FSBC recommended that the annual salary-increment fund be as consistent

**PCEC:**

Shirley Fleischmann  
Jonathan Leidig  
Samhita Rhodes\*

**CHP:**

Alisha Davis  
Courtney Karasinski  
Claudia Leiras\*  
Jody Vogelzang

**BCOIS:**

Wendy Burns-Ardolino\*  
Amy McFarland

**KCON:**

Deb Bambini  
Joy Washburn\*

**UL:**

Gayle Schaub  
Elizabeth Psyck\*

**Students:**

Jonathan Bowman (Student  
Senate President)\*  
Three Student Senators and  
Graduate Student  
Association President

\*ECS Members

**Ex-Officio, Non-Voting:**

Maria Cimitile  
Ed Aboufadel  
Fred Antczak  
Annie Bélanger  
Suzeanne Benet  
Bonnie Bowen  
Steve Glass  
George Grant  
Anne Hiskes  
Barry Kanpol  
Diana Lawson  
Cynthia McCurren  
Jean Nagelkerk  
Roy Olsson  
Paul Plotkowski  
Christopher Plouff  
Jeffrey Potteiger

as possible between years. The FSBC recommendation was supported by the Provost with the commitment that faculty salaries will remain a high priority.

GRADUATE POLICY ON ACADEMIC RENEWAL

The Graduate Council (GC) recommended a new policy that will allow a graduate student to request a "fresh start" when changing to a new graduate program leading to a graduate degree at GVSU. The GC recommendation was approved by the Provost.

QUALIFICATIONS FOR ADJUNCT FACULTY ENGAGED IN GRADUATE EDUCATION POLICY

GC recommended changes in order to make the policy consistent with the GVSU Faculty Qualifications Guidelines. The GC recommendation was approved by the Provost.

DISSEMINATION POLICY FOR SCHOLARLY WORK WITH GRADUATE STUDENTS

GC recommended changes in order to make the policy consistent with the University Policy on Rights in Published Material, Inventions and Secret Processes. The GC recommendation was approved by the Provost.

GRADUATE INCOMPLETE GRADE POLICY

GC recommended a change in the incomplete grade policy to clarify that the course instructor or the graduate program director can establish a deadline earlier than the end of the subsequent semester to complete course requirements. The GC recommendation was approved by the Provost.

THESES AND DISSERTATION POLICY

The GC recommended modifications to the Policy on the Preparation of Theses and Dissertations that require graduate students to complete a thesis or dissertation workshop which has the potential of enhancing the quality of the thesis or dissertation. It was approved by the Provost.

UNDERGRADUATE STUDENT EMPLOYEES POLICY

The UAS recommended adding language and FERPA information to the Undergraduate Student Employees Policy to make it consistent with Higher Learning Commission policies. The UAS recommendation was approved by the Provost.

SCHOLARSHIP POLICY

The FPPC recommended that the Boyer Model be retained as the appropriate typology to frame scholarly and creative activities. Furthermore, although the FPPC is in favor of allowing a variety of scholarly/creative activities to count, it does not believe that all activities should be accepted as equal or interchangeable. FPPC recommended a system that defines scholarly/creative activities as follows: (1) Advancement of Knowledge/Creative Expression; (2) Scholarly Engagement; (3) Professional Development. The FPPC recommendation was approved by the Provost.

BOT POLICY 4.2.9 CORRECTION

The FPPC suggested language for BOT Policy 4.2.9 to make it compatible with language in Faculty Handbook Section 3.01C. The FPPC recommendation was approved by the Provost.

### CULMINATING EXPERIENCE POLICY

The University Curriculum Committee (UCC) proposed the following language to be adopted as FH 3.03 F. Henceforth, FH 3.03 F. will read, "Instructors are expected to provide a culminating experience for each course. This experience should be held at the time and location scheduled by the Registrar. Any exceptions must be approved by the appropriate academic dean." The recommendation is pending approval by the Provost.

### BADGING POLICY

The University Curriculum Committee (UCC) proposed a badging policy that promotes creative thinking from badge proposers. According to this policy, a badge must include anywhere from 0.5 to 15 academic credits. In addition, non-credit criteria are left to the discretion of the unit. No more than one third of the credits for the badge can be transferred from outside of GVSU. To go with this policy, UCC has also proposed "guiding principles" that give insight into how UCC foresees badges being used within the university. The recommendation is pending approval by the Provost.

### SABBATICAL POLICY (BOT 4.2.25)

The University Sabbatical Review Committee (USRC) proposed Revised Timeline for Sabbatical Review. The USRC recommendation was approved by UAS and the Provost. The final approval by the BOT is pending.

### PERSONNEL POLICY ADJUSTMENTS

The Faculty Personnel Policy Committee (FPPC) recommended some Personnel Policy Adjustments that include the following: (1) Minutes of the Unit Discussion Meeting; (2) 9 per Semester vs. 18 per Semester; (3) Update of Complaint Procedure; (4) Clarifying Who Cannot Vote; (5) Schedule of Personnel Action and Notification of Personnel Action. The FPPC recommendation was approved by UAS, while approval by the Provost and the BOT is pending.

## **II. Faculty Handbook (FH) Changes**

Some changes were made to the Faculty Handbook. Some of these changes were minor; modification to existing language, addition to existing language, and rewriting of previous language. A major Faculty Handbook change involved the creation of a new governance committee.

### CREATION OF THE LIFT (Laker Impressions of Faculty Teaching) MANAGEMENT COMMITTEE (LIFT-MC)

The purpose of the LIFT-MC is to oversee the implementation and analysis of the LIFT system. In addition, the committee will be responsible for the following: Evaluating requests by units to modify formative or open-ended items on the LIFT forms; Performing a yearly evaluation of the reliability and statistical performance of the summative and CEI items; Reviewing the format of the LIFT summary provided for faculty members; Working with units to meet established guidelines; and Working with the Office of the Provost to monitor the response rates. The creation of the LIFT-MC was approved by the Provost.

#### FACULTY FACILITIES PLANNING ADVISORY COMMITTEE (FFPAC) FH LANGUAGE CHANGE

The Faculty Facilities Planning Advisory Committee (FFPAC) recommended changes to the membership and responsibilities of the FFPAC. The recommendation was approved by the Provost.

#### FACULTY SALARY AND BUDGET COMMITTEE (FSBC) FH LANGUAGE CHANGE

The FSBC recommended changes to the membership and responsibilities of the FSBC. The recommendation was approved by the Provost.

#### UNIVERSITY ACADEMIC SENATE (UAS) FH LANGUAGE CHANGE

The UAS recommended adding a paragraph to the Faculty Handbook on the *Meaning of Endorsement* by UAS. The recommendation was approved by the Provost.

#### UNIVERSITY ASSESSMENT COMMITTEE (UAC) FH LANGUAGE CHANGE

The University Assessment Committee (UAC) proposed an increase in its membership from 21 members to 30 members to address the growth in academic programs. The number of assessment reports and strategic plans reviewed each semester by UAC is directly proportional to the number of academic and co-curricular programs. The UAC recommendation was approved by the Provost.

#### GENERAL EDUCATION COMMITTEE (GEC) FH LANGUAGE CHANGE

The General Education Committee (GEC) recommended changes to the FH regarding the GEC's role, composition, and language used. The GEC cleared these changes with the University Curriculum Committee (UCC) and the University Assessment Committee (UAC), who approved the recommended changes. The GEC recommendation was approved by the Provost.

#### UNIVERSITY CURRICULUM COMMITTEE (UCC) FH LANGUAGE CHANGE

The University Curriculum Committee recommended making a recurring charge, "Meet with the Chairs of College Curriculum Committees annually in order to communicate best practices and university policies regarding curriculum issues", as a standing responsibility of UCC. This recommendation was approved by UAS and is pending approval by the Provost.

#### INTERNATIONAL EDUCATION COMMITTEE (IEC) REQUEST TO CLAIM LEADING STUDY ABROAD PROGRAM AS AN AREA OF SIGNIFICANT FOCUS

The International Education Committee (IEC) requested approval to claim leading study abroad program as an area of significant focus in Faculty Activity Plans and Faculty Activity Reports. In approving the recommendation, UAS acknowledged that study abroad work, including preparatory work, enormous responsibilities 24-7, far exceeds the work of teaching a course on campus. UAS approved the recommendation in principle, with the exact details on how this recommendation will affect FH language still to be determined.

The approval from the Provost is still pending.



### III. Guidelines and Endorsements

The UAS reviewed and endorsed the recommendations of various guidelines and campus initiatives.

#### ACCESSIBLE FORMATS FOR VIDEO MATERIALS GUIDELINES

The Academic Policies and Standards Committee (APSC) recommended guidelines to help provide accessible coursework materials for students. The prohibitive cost of video captioning was discussed, and in order to begin this initiative, a limited pilot program of video captioning was proposed. It was also noted that Disability Services and Inclusion & Equity help provide accessible materials for students. The recommendation was approved by the Provost.

#### GRADING GUIDELINES

The APSC recommended guidelines for good practice in grading following a study of peer institution practices, consulting with the Faculty Teaching and Learning Center and University Counsel, holding extensive internal discussions, and distributing draft guidelines widely among faculty for comment. The UAS supported the recommendation with the understanding that the content would be referred to the Office of the Provost for further disposition. The recommendation was approved by the Provost.

#### COMMUNITY BASED LEARNING (CBL) DESIGNATION GUIDELINES

The University Curriculum Committee (UCC) recommended that coursework that requires students to engage with community partners as part of their required academic work in a specific course section be designated as Community Based Learning (CBL) allowing course sections to be identified both during registration and on student transcripts. The recommendation was approved by the Provost.

#### FIRST STEPS TOWARDS ACADEMIC DIGITAL BADGES

The UCC recommended moving forward towards awarding credit-bearing digital badges or micro-credentials to students by approving a pilot study to offer three graduate-level digital badges from the School of Computing and Information. This pilot study has been guided by principles developed by UCC that may eventually be further developed into Faculty Handbook language. These principles were deliberately crafted with flexibility in mind to encourage faculty to think creatively in how and why they might develop badges in the future within and across units and the university. The recommendation was approved by the Provost.

#### ENDORSEMENT OF POLICIES WORKING GROUP

The GVSU Policies web site was launched last May ([www.gvsu.edu/policies](http://www.gvsu.edu/policies)) so that certain university policies would be appropriately accessible (for ADA purposes). The site is considered to be the authoritative location for policies approved by the University's Board of Trustees and President's Cabinet. It also contains the policies of the Faculty Handbook. ECS supported the creation of the Policies Working Group and UAS endorsed the recommendations of the Policies Working Group.

#### ENDORSEMENT OF VARIOUS CAMPUS INITIATIVES

UAS continued a tradition of endorsing various campus initiatives such as the MLK week and the fall 2017 Teach-In.

#### ENDORSEMENT OF UNIVERSITY ASSESSMENT COMMITTEE (UAC) ASSESSMENT PLAN IN PREPARATION FOR HLC VISIT

The University Assessment Committee (UAC) developed a plan to ensure that all aspects of assessment are adequately addressed in preparation for HLC visit. This plan shared with ECS and UAS was endorsed by UAS. This plan was approved by the Provost.

### **IV. Task Forces and Working Groups**

When confronted with issues that needed focused attention, broad representation and results within a short time frame, ECS/UAS created task forces to deal with these issues. At the time of writing this report, the work of some of the task forces has been completed while others are still in process.

#### SENATE BYLAWS EVALUATION (SEBLEV) TASK FORCE

ECS reviewed a proposal to establish a task force to examine UAS bylaws 2.01.A.1-4 and to recommend any changes that would make them more complete, unambiguous, self-consistent and align them with shared governance as it is practiced at Grand Valley currently. In particular, the task force would propose rules and procedures for amending the bylaws. ECS voted unanimously to approve a motion to support the creation of Senate Bylaws Evaluation (SEBLEV) Task Force. The task force will begin its work in the spring/summer of 2018.

#### STUDY OF FALL BREAK (SOFAB) TASK FORCE

Student Senate passed a resolution to advocate for the reorganization of the Fall Academic Calendar to implement a Fall Break consisting of two days after mid-term exams and before the "Withdraw Date". ECS supported the formation of a task force to study adding a fall break to the Grand Valley academic calendar. The Task Force has met and is in the process of drafting their report and recommendations to ECS.

#### UNIVERSITY STUDIES OF SCHOOLS AND DEPARTMENT (USSAD) TASK FORCE

ECS unanimously voted to create the USSAD (University Studies on Schools and Departments) Task Force to lead the University-wide discussion of School vs Department and to: determine criteria for a Department vs a School; compare the practice in peer institutions and other institutions; review GVSU policy for creation of a School and Department. The recommendations of the USSAD task force were accepted by UAS and sent to the Provost as guidelines. The Provost accepted the report but indicated that time is needed to consider the implications before the recommended guidelines could be implemented.

#### SHARED GOVERNANCE ONLINE MANAGEMENT SYSTEM WORKING GROUP

Tracking the number of shared governance charges given to each of the 12 standing faculty governance committees from one year to the next has become a challenge. To further promote our commitment to transparency, the Executive Committee of the Senate (ECS) supported a motion to instruct the chair to explore the feasibility of implementing a system for tracking the charges given to standing committees. An online management system is being designed and developed by Institutional Marketing staff with input from ECS/UAS and the Office of

the Provost. It is anticipated that the system will be available to utilize during the 2018-2019 academic year.

#### STUDY OF FALL BREAK (SOFAB) TASK FORCE REPORT

The UAS supported the SOFAB Task Force recommendation of Two Days Fall Break that will change the GVSU academic calendar if approved by the BOT. According to the recommendation, there is an option for programs to opt out with rationale. The opt out process would allow for programs to bring their rationale to the dean of the college with final approval of the provost. This recommendation is pending further approval by the BOT.

#### OPEN EDUCATIONAL RESOURCES (OER) TASK FORCE CREATION

The University Library (UL) requested the creation of the Open Educational Resources Task Force to identify strategies for recognizing and encouraging the use of Open Educational Resources (OER) and Affordable Course Materials (ACM) at GVSU. The recommendation was approved by UAS and is pending approval by the Provost.

## v. Presentations

Each semester, ECS and UAS have a tradition of inviting different campus authorities to give a presentation followed by discussions on a topic that is relevant and is of interest to faculty, staff and students. In the 2017-2018 academic year, there were presentations and discussions on the following topics:

Presentation Topic	Presenter(s)
Undergraduate Retention	Philip Batty
HLC Visit Preparation	Chris Plouff
Overview of Conduct and Intervention Data	Aaron Haight
Grounds and Facility Use Policy	Tom Butcher & Anne Jbarra
Projected Benefits Budget for 2017-2018	Dave Smith
Course Cancellation Due to Low Enrollment	Bonnie Bowen & Ellen Schendel
GVPrint Release Stations	Sue Korzinek
CLAS Student Success Strategies	Kevin Tutt
Future Initiatives at the University Library	Annie Bélanger
New Enhancement for Display/Use Name	Sue Korzinek
Conduct and ARC Memberships	Suzeanne Benet
Graduate Exit Survey Results 2016-2017	Jeff Potteiger
Faculty Appointments to SMAB	Bob Stoll
Recruitment in Admissions	Jodi Chycinski
PIC and International Activities	Mark Schaub
Faculty/Staff/Students Relations & Title IX	Keri Becker, Mary DeYoung, Theresa Rowland
Budget Presentation	Scott Richardson, Brian Copeland
NCAA Presentation	Paul Leidig



## VI. Curriculum/New Programs

The UAS, through the New Programs Council and New Academic Units (NPC/NAU), reviews new unit proposals and new unit prospectuses.

### New Unit Proposals Reviewed

- Area and Global Studies Department

### New Program Prospectus Reviewed

- Health Information Management, M.S.
- Applied Statistics, M.S.
- Respiratory Care, B.S.
- Applied Food and Nutrition, B.S.
- Microbiology, B.S.

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## 2017-2018 University Academic Senate Leadership Team

**Felix Ngassa: Chair of the Executive Committee of the Senate/University Academic Senate (ECS/UAS) 2017-2018**



I believe in GVSU, its vision, mission and the integrity of my faculty colleagues. Being the Chair of the ECS/UAS is a huge responsibility that requires focused commitment and attention and I have been fortunate enough to serve in this role for the 2017-2018 academic year.

I believe our shared governance culture at GVSU is robust and I am particularly interested in working collaboratively to make sure the shared governance culture continues to live up to its promise and potential. I will reiterate my position that was first stated when I first ran for Chair, and which is stated in the paragraphs below.

It is true that successful shared governance requires a committed and focused effort from all participants. As a Chair, I see my role as a facilitator whose primary focus is to represent faculty interest and not assume a complacent role in dealing with administration. However, I also recognize that we are all working for the common good of GVSU. I am a good listener and a believer of consensus building and compromise. Proactive listening is inevitable if we have to confront the complex issues that we face as a university. I promise to continue to keep an open mind, to listen to all voices, and practice tolerance and

acceptance as GVSU continues in its quest to develop productive relationships that support its strategic plan and will propel it to greater success.

As the Chair of ECS/UAS for the 2017-2018 academic year, I worked closely with the Vice Chair, Shawn Bultsma, and have benefitted tremendously from our interaction. As a faculty leader, my goal is to put students/faculty/staff interest first without injecting personal convictions. In my honest view, objectivity, sincerity and transparency are inevitable when we debate issues, especially those sensitive ones that touch the contours of our core business as faculty and staff. I have enjoyed serving as Chair for 2017-2018 and look forward to continuing in this role for 2018-2019.

Thank you for your support as I look forward to continue working on behalf of our faculty.

Go Lakers!

**Shawn Bultsma: Vice Chair of the Executive Committee of the Senate/University Academic Senate (ECS/UAS) 2017-2018**



Shawn Bultsma is Associate Professor of Educational Leadership and Counseling in the College of Education (COE). I asked Shawn to reflect on shared governance and how that tradition has manifested in his work in ECS/UAS and here is what he had to say.

I had the privilege of representing the College of Education on the University Academic Senate (UAS) for the past 11 years. The past 5 years, I also served on the Executive Committee of the Senate (ECS). As I conclude my tenure on both bodies, I am more convinced than ever that aside from teaching, shared governance represents some of the most important work that faculty engage. Shared governance depends on faculty to take an active role in decision-

making at GVSU as we join with other bodies to advance the university's values through various policies that are set by the Board of Trustees.

In my time on UAS/ECS, I am most proud of our commitment to transparency as evidenced by the development of an online management system to track the life of the many charges assigned to standing committees each year. My time on ECS/UAS also afforded me the opportunity to engage with so many across the university. Serving as the chair on the Study of Fall Break Task Force, the Public Safety Liaison Committee, and as the designated chair on the New Program Council in my role as UAS/ECS Vice Chair this year has left me feeling confident that we are in great hands given the quality of our faculty, staff, students, and administrators. In these leadership roles, I continue to be

inspired by so many who demonstrate their commitment to our common goal of advancing GVSU's mission and vision. I would argue that our interpretation of shared governance has positioned GVSU as an exemplar among our peers, representing the best that higher education has to offer. How fortunate are we?

**Lisa Surman-Haight: Executive Assistant — Office of the Provost and Faculty Governance Assistant**



Lisa Surman-Haight is the Faculty Governance Assistant from the Office of the Provost, who has worked with all the ECS/UAS Chairs for the past sixteen years. I asked Lisa to reflect on shared governance and how that tradition has manifested in her work in ECS/UAS and here is what she had to say.

*What are the 2-3 "significant action items" you are most proud of during your tenure working with the Chairs of ECS/UAS?*

In the sixteen years in the Office of the Provost the biggest changes that have occurred are in the technological advancement as reflected in the development of curriculum online via the Sail system; the enhanced Faculty Governance website; and the transition from a printed Faculty Handbook to a fully online edition within the University Policies website.

*What did your experience teach you about GVSU, faculty, students and administration?*

I learned that working with a shared trust, collaboration and mutual respect allows us to accomplish so much – way more than could ever been done individually.

*What does "Shared Governance" mean to you?*

Faculty and Administration working toward shared goals that are built through effective communication, well-defined roles and accountability, and actions that are beneficial to all.

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## Faculty Governance Chairs 2008-2018

This maiden issue of the University Academic Senate Newsletter looks back at the tradition of shared governance as practiced at GVSU for the past ten years, 2008-2018. In order to assess this, I requested the input

of the Chairs of ECS/UAS for the last ten years, 2008-2018. The Chairs were asked specific questions as follows:

1. What are the 2-3 "significant action items" you are most proud of during your tenure as Chair of ECS/UAS?
2. What did your experience teach you about GVSU, faculty, students and administration?
3. What does "Shared Governance" mean to you?
4. Anything else you would like to share about your experience?

Herein are the responses from past ECS/UAS Chairs.

**ECS/UAS Chair 2005-2008: Rob Franciosi (Professor of English, represented CLAS)**

*What are the 2-3 "significant action items" you are most proud of during your tenure as Chair of ECS/UAS?*



I would say the following: 1. Successful reorganization of university structure, including creation of CLAS; 2. Establishment of a personnel policy that enabled equitable teaching loads across the university; 3. Persuading administration to enable partner benefits.

*What did your experience teach you about GVSU, faculty, students and administration?*

That most care about the welfare of the university and its students. That staff members too often go unheralded, even though they are Grand Valley's most loyal employees. That the ultimate measure of university service is a colleague's willingness to serve on Friday afternoons. And that administrators eat far too many cocktail eggrolls and Swedish meatballs.

*What does "Shared Governance" mean to you?*

Shared governance is much like clearing the snow off sidewalks. Everyone must grab a shovel for the system to work.

*Anything else you would like to share about your experience?*

A pleasurable part of the experience was getting to know a wide range of people from all across the university. Given the size of GVSU and the many demands on our time, it's too easy to remain isolated within one's department. Faculty governance was a marvelous chance to encounter folks I would have never known otherwise. Most memorable for me, though, was addressing the new students at convocation.





**ECS/UAS Chair 2008-2011: Kristine Mullendore (Professor of Criminal Justice, represented CCPS)**

*What are the 2-3 "significant action items" you are most proud of during your tenure as Chair of ECS/UAS?*



The top three action items that were completed during my time as ECS/UAS Chair are: (a) Reaching a consensus UAS resolution on proposed revisions to the faculty personnel policies, including who is eligible to vote in contract renewal, tenure, and sabbatical decisions where there was a great amount of controversy as to what the policy should be; (b) The non-controversial revision and updating of the Faculty Handbook resulting in a significant reduction to its contents; (c) Developing and implementing the policy and processes for an online system for reviewing proposals and final plans for new programs and units.

*What did your experience teach you about GVSU, faculty, students and administration?*

This leadership experience gave me a deep appreciation for the consistently high level of commitment to excellent teaching, scholarly and creative activity, and student success held by faculty, staff, and administration across the university as a community.

*What does "Shared Governance" mean to you?*

Shared governance at Grand Valley is faculty, administration and staff working together cooperatively and collectively to achieve the best outcome for our students and the university by respecting the diverse perspectives of the university community members and the differing responsibilities and domains of faculty, staff, and administration.

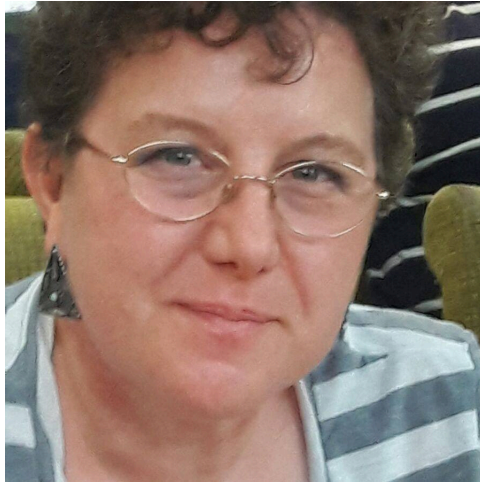
*Anything else you would like to share about your experience?*

I was really honored to be chosen for this position and proud to both represent faculty governance voice to internal and external groups and lead the decision-making process for providing faculty governance input in the important policy decisions that are central to GVSU's continued success.





**ECS/UAS Chair 2011-2013: Figen Mekik (Professor of Geology, represented CLAS)**



*What are the 2-3 "significant action items" you are most proud of during your tenure as Chair of ECS/UAS?*

The top three action items that were completed during my time as ECS/UAS Chair are: (a) MLK becoming a day of celebration with no classes; (b) The General Education Program we have now passing for the first time; (c) Foundations for the Library and Kindschi Hall were laid down.

*What did your experience teach you about GVSU, faculty, students and administration?*

I think GVSU is very lucky in having mutual respect among students, faculty and administration. My experience taught me to encourage more faculty to serve on university level committees because it helps everyone to understand the resources we have as well as limitations on those resources. I also think it allows faculty to see that the university as a whole is a much greater entity than the sum of its parts. I think shared governance also allows administrators to respect the views of faculty more in their decision making.

*What does "Shared Governance" mean to you?*

Shared governance is vital. Faculty governance is a supportive force to the administration as well as a powerful eye-opening entity at times. No one can really make any change or resist a requested change without the consent of the faculty and the students. And faculty need to be willing to see the mission of their institution beyond the four walls of their own discipline.

*Anything else you would like to share about your experience?*

A strong and successful university is one where faculty, students and administrators work together in solidarity. There will and should be differences in opinion but faculty and students buy-in is vital to make any program a success. No one or no program can succeed at the detriment of another.



## **ECS/UAS Chair 2013-2017: Karen Gipson (Professor of Physics, represented CLAS)**



*What are the 2-3 "significant action items" you are most proud of during your tenure as Chair of ECS/UAS?*

I was chair for four years, so 2-3 items are impossible to decide! However, here are three groups. (a) Building an inclusive campus climate: Teach-in, Equity & Inclusion Committee, Interfaith Space, Accessibility Taskforce, Collegiality Taskforce (resulted in collegiality policy). (b) Advocating for faculty: streamlining curricular review, creating UPRC, clarity on personnel criteria (scholarship and service), policies for maternity and dual career couples, Affiliate Faculty Advisory Council, Ombuds Taskforce (resulted in Student Ombuds). (c) Ensuring student voice: USETI Taskforce (resulted in LIFT surveys); graduate student representation on UAS, student reps on UAS committees and taskforces.

*What did your experience teach you about GVSU, faculty, students and administration?*

I learned what a truly special place Grand Valley is! I've never known of a place where so many people are truly walking the walk rather than simply talking the talk. The experience also reaffirmed to me the importance of including diverse perspectives in decision-making.

*What does "Shared Governance" mean to you?*

Faculty working in collaboration with administration for the benefit of the institution - which fundamentally means for the benefit of students, because students are the reason that the institution exists. It's important to note that "working collaboratively" doesn't mean always agreeing! Respectful disagreements are essential to reaching innovative and creative solutions to the very deep problems facing higher education in contemporary America.

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## **Standing Committee Chairs 2017-2018**

Most of the work that is done in ECS/UAS comes from the charges that ECS assigns to the Standing Committees (SCs). Each SC is assigned specific charges at the start of the academic year in addition to the regular responsibilities of the SCs as specified in the Faculty Handbook (FH). As each charge is completed, the SC sends a memo to the Chair of ECS/UAS that becomes a business item for discussion at ECS meetings. Recommendations from ECS are sent to UAS and then to the Provost for approval. The composition of each SC is described in the UAS Bylaws and membership always includes elected college and library representatives. The SCs are an important part of our shared governance process. There are twelve SCs that report to ECS/UAS and each of these has a Chair. I talked to the Chairs of the SCs and asked them specific questions as follows:

1. What does "Shared Governance" mean to you and the impact of your committee's work?
2. What are the top 3 charges accomplished by your committee in 2017-2018?

Herein are the responses from the SC Chairs.

COMMITTEE	CHAIR	AFFILIATION
AFAC	Eric Hoogstra	SCB
APSC	Cara Cadena	UL
EIC	John Bender	CLAS
FFPAC	Doug Graham	CLAS
FPPC	Marie McKendall	SCB
FSBC	Bob Hollister	CLAS
FTLCAC	Matthew Hart	CLAS
GC	Andrea Bostrom	KCON
GEC	Gabriele Gottlieb	CLAS
OEC	Robert Adams	PCEC
UAC	Jon Hasenbank	CLAS
UCC	Robert Adams	PCEC

#### **D. Robert Adams: Chair of the Online Education Committee (OEC) and the University Curriculum Committee (UCC)**



D. Robert Adams is Associate Professor of Computing & Information Systems in the Padnos College of Engineering and Computing (PCEC). Here is what Robert had to say on the two questions he was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

Shared governance means shared vision: Faculty and administrators working together to accomplish shared goals for the good of our students, faculty, and larger university community. UCC sits at the heart of what it means to be a "university" -- curriculum, and

we've had a long history of working hand-in-hand with administration to improve programs, policies, and procedures.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

UCC started a pilot study on digital badges. Currently, we are working with CIS to award digital badges in cybersecurity, data analytics, and web and mobile computing.

UCC completed work on the Community-Based Learning (CBL) Banner designation.

UCC worked with UAC and the Provost's Office to develop a process for the review of Syllabi of Record in preparation for HLC's visit this year.

### **John Bender: Chair of the Equity and Inclusion Committee (EIC)**



John Bender is Professor of Chemistry in the College of Liberal Arts and Sciences (CLAS). Here is what John had to say on the two questions he was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

"Participation in Faculty Governance, and specifically on Shared Governance committees, is not just an important Administrative function for Faculty, but also a shared role in revising,

updating, and proposing new policies at GVSU that move the university forward. Equity and Inclusion Committee has a unique, potential role in furthering the universities' mission to engage the neighboring, off-campus community, and provide critical guidance and leadership of only the kind that thoughtful, academic reflection can."

*What are the top 3 charges accomplished by your committee in 2017-2018?*

Put the brand-new Equity and Inclusion Committee on a firm, productive working basis in its inaugural year in GVSU Shared Governance.

Successfully coordinated the transition of the GVSU Teach-In to a new, fall semester schedule; we achieved a 50% increase in participant attendance over the most recent Teach-In from January 2017.

Collaborated actively with the Division of Inclusion and Equity to fully engage faculty and Faculty Governance with the implementation of our goals for GVSU Campus Climate.





### Andrea Bostrom: Chair of Graduate Council (GC)



Andrea Bostrom is Professor of Nursing at the Kirkhof College of Nursing (KCON). Here is what Andrea had to say on the two questions she was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

In Graduate Council, **shared governance** is enhanced by the close working relationship between faculty with graduate standing and the Graduate School. Shared governance is basic to a strong university that empowers the work of faculty through administrative and policy support. Governance is further enhanced

when faculty members are actively engaged with governance committees and their unit representatives to these committees.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

The Graduate Council during academic year 2017-2018 has accomplished important policy reviews and successfully piloted its first program review. As always, policies that enhance graduate programs and graduate student experiences are a priority. The review of the Cell and Molecular Biology Program was successful. The process worked well with several recommendations for improving the procedures as well as ideas for graduate education and graduate student recruitment.

### Cara Cadena: Chair of Academic Policies and Standards Committee (APSC)



Cara Cadena, a library faculty, is the Interim Head of Collections and Scholarly Communications for the University Library (UL). Here is what Cara had to say on the two questions she was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

Shared governance means balancing our values with our professional practices in order to find consensus and fairness. It's a dedicated, group effort to continually evaluate the how, why, and what of our institution as we strive for excellence in evolution.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

Top 3 charges accomplished in 2017-2018: Attendance Policy, Captioned Media Guidelines, Transfer Credit Policy.



**Gabriele Gottlieb: Chair of the General Education Committee (GEC)**



Gabriele Gottlieb is Associate Professor of History in the College of Liberal Arts and Sciences (CLAS). Here is what Gabriele had to say on the two questions she was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

Shared governance – I believe that shared governance is the basis for the successful functioning of a university as it not only allows for the active participation of all parts of the university in the decision-making process but it also promotes the exchange of ideas, concepts, and visions about curriculum, teaching, and administrative responsibilities.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

Top three charges accomplished in 2017-2018: Improvement of Assessment Process, Review of Foundations, Dissemination of Assessment Results.

**Doug Graham: Chair of the Faculty Facilities Planning Advisory Committee (FFPAC)**



Doug Graham is Associate Professor of Biomedical Sciences in the College of Liberal Arts and Sciences (CLAS). Here is what Doug had to say on the two questions he was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

Based on what I've seen during my six years in UAS, with occasional visits to ECS, I believe our model of shared governance is effective and robust. Individuals and groups within the university, at different levels, have a share in key decision-making processes, with no one person arbitrarily making important decisions absent the advice of key constituents. Conversations with colleagues at peer institutions have further convinced me that the way we're doing it here is working—I haven't always agreed with a given outcome, but our process of getting

there is sound, in my opinion. The work of the Faculty Facilities Planning Advisory Committee thrives within this structure.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

Among the many initiatives, based on ECS charges, that FFPAC has undertaken this year are:

**Tablet-arm Desks.** With assistance from Registration, the committee conducted a survey of 3000 GVSU students on their views of tablet-arm desks. Two key results from this were that 1) a majority of students find the ergonomics of these poor enough that it negatively impacts their learning, and 2) left-handed options are in short supply. Based on these findings, the folks in Facilities Planning are, in classrooms where it's feasible, systematically replacing tablet-arm desks with more ergonomic classroom furniture, and additional left-handed versions have been purchased.

**Handicap Parking.** Based on advocacy by the committee, handicap parking options in the Padnos-Manitou lot have been improved.

**Faculty Handbook Language.** The committee rewrote, with subsequent ECS and UAS approval, the description of its responsibilities appearing in the Faculty Handbook. In recent years, many of ECS's charges to FFPAC have been recurring. For efficiency, these are now 'baked in' to the Faculty Handbook language.

**Jon Hasenbank: Chair of the University Assessment Committee (UAC)**



Jon Hasenbank is Associate Professor of Mathematics in the College of Liberal Arts and Sciences (CLAS). Here is what Jon had to say on the two questions he was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

To me, shared governance means the unique voices and perspectives of the students, faculty, and administration from different colleges

and divisions are all represented in the decision-making process, even if certain sub-groups are assigned primary responsibility over a particular area.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

UAC provided leadership and support to the campus community as GVSU transitioned to the new student outcomes assessment website, GVAssess, which was launched in October to replace the old WEAVE Online system and provide greater integration with strategic planning. As part of that effort, the UAC website was overhauled to make it easier for

faculty to find resources and support for assessment-related activities; the site now includes videos, tip-sheets, and planning templates in addition to the many assessment tools and policy documents that had previously been available. UAC members also reviewed and provided formative feedback on the 60 reports submitted for review in the Fall, and members are now working on doing that for the 85 reports up for review this Winter. Finally, we have been collaborating with other standing committees (GEC, OEC, FSBC) on charges related to the upcoming HLC accreditation visit in Fall 2018.

**Bob Hollister: Chair of the Faculty Salary and Budget Committee (FSBC)**



Bob Hollister is Professor of Biology in the College of Liberal Arts and Sciences (CLAS). Here is what Bob had to say on the two questions he was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

Being a part of Faculty Governance is an excellent way to learn how the University functions. Serving on Faculty Governance is my attempt to make the university work more effectively and more efficiently with special emphasis on the needs of faculty and students.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

The FSBC has tirelessly advocated for higher faculty salaries. We have made significant improvements to the FSBC webpage and it now includes an explanation of the Annual Salary Adjustment Process. The FSBC is in the final stages of developing a new process to inform faculty on the analytical trends in budgetary and student success metrics in their unit and to facilitate innovative approaches to assure the long-term stability of the unit.

**Eric Hoogstra: Chair of the Affiliate Faculty Advisory Committee (AFAC)**



Eric Hoogstra is Clinical Affiliate Faculty of Finance in the Seidman College of Business (SCB). Here is what Eric had to say on the two questions he was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

To me shared governance is Faculty, Staff, and Administration working together to provide the best results for all parties. In this case, the faculty and administration working together to continue to improve the results that we

are achieving as a University and make GVSU one of the best Universities in the Midwest.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

The AFAC committee has been hard at work this year to provide a definition for affiliate faculty, develop a mentorship program for affiliate faculty, as well as propose grievance policy recommendations. We are excited about the progress that we have made this year and will continue to work hard to provide representation of all Affiliate Faculty on campus.

**Marie McKendall: Chair of the Faculty Personnel Policy Committee (FPPC)**



Marie McKendall is Professor of Management in the Seidman College of Business (SCB). Here is what Marie had to say on the two questions she was asked.

*What does "Shared Governance" mean to you and the impact of your committee's work?*

Faculty governance is a respectful collaboration between administrators and faculty that is designed to create a shared system of participation and responsibility in the important decisions facing the university. Legal power is vested in Grand Valley's Board of Trustees, which delegates the operation of the university to the President. In turn, the President grants management authority to various administrators and officers of the university. Shared governance means that the structure of the GVSU formally incorporates other groups of employees (e.g., the faculty) into the decision-making process.

The FPPC represents the interests of the faculty by researching, shaping, and writing new personnel policies that affect faculty members. These proposed policies are then voted on by ECS/UAS, and if passed, are sent to the Provost for final approval. Three voices are therefore involved in faculty personnel policy – the elected faculty on the FPPC, the faculty at large that is represented by ECS/UAS, and the Vice-President for Academic Affairs.

*What are the top 3 charges accomplished by your committee in 2017-2018?*

During the last year, the FPPC worked on eight personnel policies. The two that will most influence faculty experience are the policy that clarifies the role of collegiality in personnel decisions and the policy that defines, categorizes and establishes expectations for faculty scholarship and creative activity.



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## Intra-University Summit of Senate Leaderships 2018: University of Michigan-Ann Arbor

(Report by Felix N. Ngassa, Chair ECS/UAS, 2017-2018)

On Saturday, April 7, 2018, I attended the inaugural intra-university summit of senate leaders organized and hosted by the Senate Advisory Committee on University Affairs (SACUA) of the University of Michigan in Ann Arbor. The meeting started at 7:30 am and ended at 3:45 pm. Present at the meeting were senate leaders from the following universities: Andrews University; Eastern Michigan University; Ferris State University; Grand Valley State University; Michigan State University; Michigan Technological University; Northern Michigan University; Oakland University; University of Michigan-Ann Arbor; University of Michigan-Dearborn; University of Michigan-Flint; Western Michigan University. It was an honor to have the opportunity to meet with the leaders of the faculty senates and university academic senates of our sister institutions in Michigan. Permit me use this opportunity to thank our Provost, Maria Cimitile, for supporting my participation by providing the resources that made it possible for me to attend the summit.

At the end of the meeting, all participants agreed that this meeting was the first of many such meetings to come in the future as the need for joint initiative and collaboration among faculty senates in Michigan is imperative. Reflecting on the sessions, I could clearly see unity in our constructive purposes for championing the spirit and practice of shared governance within our various institutions. We were also graced by the presence of a University of Michigan Regent, Andrea Fischer Newman, whose presence and her words of encouragement demonstrated support of the role and work of faculty and university senates in our institutions.

The meeting was broken down into four sessions as follows: (1) Faculty Governance in Contentious Times: Moving Forward; (2) Freedom of Speech and Campus Safety: Engagement and Finding Common Ground; (3) Sexual Misconduct and Implications for Faculty: Being Responsible (Mandated?) Reporters; (4) Relationship with Governing Boards: Where's Faculty At? For each session, we brainstormed, shared our experiences and reviewed the literature on best practices.

### ***Session 1. Faculty Governance in Contentious Times: Moving Forward***

We discussed how we can strengthen our faculty voice and reviewed current campus trends to faculty governance. Some challenges to faculty governance in recent times were discussed. Some of these challenges include the following.

- Faculty and Student Relations — when injustices and student unrest arise.
- Tenure and promotion grievances.
- Salary equity/committed relationship hires/stigma.
- Free speech vs hate speech (we specifically talked about Spencer visit to MSU and how the university handled it).
- Sexual assault and faculty reporting.



- Roles and relationship with Regents and Trustees regarding shared governance.
- Diversity, equity and inclusion — how are they evaluated and for what?
- Governmental relations and assault on higher education.
- Faculty governance as service — how can it count beyond unit workload assignment?
- Academics and Athletics — role of faculty.

### ***Session 2. Freedom of Speech and Campus Safety: Engagement and Finding Common Ground***

We discussed the intricacies of the balance between our constitutional rights of free speech and the respect of each individual and their identity. Some topics covered included the following.

- The relationship between support and suppression.
- When civility becomes incivility — the case for freedom of expression in faculty meetings and elsewhere on campus.
- Going beyond a faculty statement: What else is there for faculty governance to do?

### ***Session 3. Sexual Misconduct and Implications for Faculty: Being Responsible (Mandated?) Reporters***

Using the backdrop of the recent incidence at Michigan State University, we reviewed the role of faculty as responsible (mandated) reporters. The role of Title IX and the Office for Institutional Equity (OIE) were reviewed. The topics covered in this session included the following.

- Mandatory reporter vs. Mandatory supporter: What is/what should be the role of faculty?
- Unanticipated consequences for faculty governance: Grievances and OIE.
- What safeguards must be in place for faculty complainants and respondents?
- Faculty are asking for training — what must be included?

Federal law requires mandatory reporting for any sexual misconduct. Some schools respect this “federal law” where all faculty are considered responsible employees and hence are required to be mandatory reporters. A few schools (UM system) do not require faculty to be mandatory reporters. At the UM system, there is no anonymous reporting. All schools have Ombuds offices for students and faculty except Oakland University (none) and GVSU (only for students and none for faculty). It was suggested that a good first step for all schools to address issues of sexual misconduct is to have online training modules on sexual misconduct and make this mandatory for students, faculty and staff. Lessons learned from the recent MSU scandal is to make sure there is more open communication between faculty/university academic senate and university leadership.

### ***Session 4. Relationship with Governing Boards: Where’s Faculty At?***

Members shared their experiences working with the Board of Trustees or Board of Regents (UM System). Experiences varied from Senate Chair giving presentations at all Board meetings (EMU) to just one presentation per year (UM and GVSU). UM, Michigan State and Wayne State Boards are elected, while the rest are appointed. In framing the discussion, we examined the following:

- Is there a place for faculty at the “Board’s Table”?
- Is there a place for the Board at the “Faculty Governance Table”?

UM Regent Andrea Fischer Newman (UM Regent) shared her thoughts on "Models of Good Shared Faculty Governance". She said, "If the faculty senate has a strong opinion on something, then it should reach out to the Board directly". She suggested sending an email to members of the Board and request a meeting with possible days and times. In addition, she suggested that the intra-university senate chairs should consider forming a legislative voice to lobby the legislature for more funding for Higher Education.

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## It's Not All Work Without Play in Senate: Senators Have Fun Too!

### **The Women of Senate At The HOLI Festival**



### **Senators At President Haas's Christmas Party 2017**

