Governance in University College

University College is the academic unit at IUPUI that provides a common gateway to the academic programs available to entering students. University College coordinates existing university resources and develops new initiatives to promote academic excellence and enhance student persistence. It provides a setting where faculty, staff, and students share in the responsibility for making IUPUI a supportive and challenging environment for learning.

University College will achieve its mission through the following principles:

• Promotion of student learning
• Focus on individual student success
• Establishment of its own traditions and recognition of accomplishments
• Provision of a quality first-year experience
• Development of strong connections with the degree-granting units
• Commitment to faculty and staff development
• Creation of a community that values diversity
• Implementation of collaborative governance built on individual responsibility
• Commitment to intentional reflection and assessment

University College faculty, staff, and students are committed to collaborative governance in fulfilling the mission of the unit and in realizing the principles that guide work with students.

The following tenets of collaborative governance have been adopted by the faculty, staff, and students of University College:

• Several groups within University College have expertise to contribute to University College and have a stake in its outcomes.
• Decision making is horizontal, not vertical, and those with the best perspective on a given issue should have the greatest input.
• Collaborative governance moves forward the collective agenda within University College and beyond.
• The University College governance structure must link with campus and university governance structures.
• Collaborative governance promotes linkages with similar interests across campus and throughout the university.
• Decision making is a process that requires both input and feedback.

The University College Steering Committee serves as advisors to the dean and the University College Executive Committee, providing general direction for the unit.

The University College Steering Committee is composed of members representing the following:

• University College Executive Committee member (representative and alternate)
• University College lecturer (representative and alternate)
• Two University College professional staff, one being an advisor (two representatives and two alternates)
• University College clerical staff (representative and alternate)
University College administration
Two University College student mentors (one alternate) who hold leadership roles within the unit

The mission statement of the University College Steering Committee is:

We are liaisons to and from constituent groups (administration, faculty, staff, advisors, and student leaders).

Our mission is to enhance student learning by: (1) empowering faculty, staff, and students through collaborative decision making; (2) fostering unity and support among University College (constituent groups); and (3) creating a learning organization for all members of University College.

We do this by: (1) reviewing policies and procedures; (2) implementing and assessing collaborative governance; (3) serving as an advisory board to the dean and the University College Executive Committee; (4) conducting administrative reviews of deans; (5) planning and conducting University College staff meetings; and (6) giving and receiving ongoing feedback from our represented constituent groups before, during, and after decisions are implemented.
Bylaws of the Faculty Assembly
University College
Indiana University–Purdue University Indianapolis

SECTION I. FACULTY

Subsection 1. Definition
The faculty of University College, Indiana University–Purdue University Indianapolis (henceforth known as the Faculty), shall consist of the faculty who hold appointments in University College. The faculty, when meeting as a whole, shall be known as the faculty assembly.

All faculty are eligible to vote at meetings of the University College faculty assembly and at meetings of committees and task forces of which they are a member. (See Defining the Responsibilities, Roles, and Recognition of University College Faculty and Associates appended.)

Subsection 2. Classification of Membership
University College Faculty
University College Associates

Subsection 3. Certification of the Faculty
As appointments by the trustees, resignations, retirements, or terminations occur, the dean shall communicate to the University College Executive Committee changes in the status of each person holding a faculty appointment.

SECTION II. LEGISLATIVE AUTHORITY OF THE FACULTY

Subsection 1. Definition of Legislative Authority
Legislative authority means the power to establish general policies and to determine procedures for their implementation subject to the approval of the Board of Trustees of Indiana University, the laws of the State of Indiana, and other provisions of these bylaws.

Subsection 2. General Sources of Authority of the Faculty
In accordance with the laws of the State of Indiana and, in particular, the authority granted to the Trustees of Indiana University to delegate to the faculty and to university officials such authority as they may possess, such delegation being always revocable and the exercise of delegated authority remaining at the trustees’ pleasure and subject to their approval, these bylaws confirm and establish in the faculty the responsibilities and duties herein specified.

In accordance with long-standing U.S. traditions in higher education, primary authority in matters of academic policy resides with the faculty.
Section III. Administration

Subsection 1. Administration
The faculty recognizes that the dean of University College (henceforth known as the Dean) is the chief administrative officer of University College. The associate and assistant dean are appointed by, act on behalf of, and are responsible to the dean. The dean, together with the associate and assistant dean, comprise what is referred to herein as the University College administration (henceforth known as the Administration).

Subsection 2. Duties and Responsibilities of the University College Administration
The dean shall:

a. Be the chief administrative officer of University College
b. Allocate budgetary resources
c. Collaborate with the University College Executive Committee to revise faculty appointment guidelines as necessary
d. Make the final selection of all faculty appointments
e. Collaborate with the University College Executive Committee to articulate to the faculty in the fall of each year the major issues to be considered over the coming year
The faculty recognizes the responsibilities and duties of the administration as including but not limited to:

a. Carrying out the policies adopted by the faculty within its authority to act
b. Proposing procedures to the faculty for implementing each policy
c. Proposing policies to the faculty for its consideration

Subsection 3. Evaluation of Administrators
The University College Executive Committee, on behalf of the faculty, will provide feedback to the administration on its performance. There will be three types of evaluation:

a. Continuous feedback to the administration of its performance
b. Periodic formal evaluation of each assistant and associate dean every three years
c. Evaluation of the dean every five years according to university policy

While the mechanism for this evaluation may vary, the mechanism must:

a. Be approved by the University College Executive Committee
b. Involve input from the faculty
c. Evaluate the administration in the context of the tasks for which it is responsible

The University College Executive Committee shall provide a summary of the evaluation of the administration to the dean and faculty.

SECTION IV. UNIVERSITY COLLEGE EXECUTIVE COMMITTEE

The University College Executive Committee will include five University College faculty members holding full-time tenured academic appointments from their respective schools, elected by the faculty, each for a two-year term; the dean; and the associate dean. The terms will be staggered with three persons to be elected in one year and two in the succeeding year. Members shall be elected at the last regularly scheduled meeting of the appropriate academic year. In the absence of a meeting at the scheduled time because of unforeseen circumstances, an electronic ballot will be utilized. The terms of service shall be two years, to commence at the end of the spring semester (or May 31) prior to the start of the fall semester after the election. No University College Executive Committee member shall be eligible for a third consecutive complete term. In the event a member cannot complete his or her term, the committee will create an ad hoc subcommittee to choose a successor. The University College Executive Committee, in collaboration with the dean, shall:
a. Serve as representatives of the faculty with higher administration or the trustees
b. Receive, review, initiate, or make recommendations concerning proposals relating to the
general welfare of the faculty
c. Receive, review, initiate, or make recommendations concerning proposals relating to
administrative practices and policies
d. Review the long-range plans of University College and advise the dean on them
e. Call special meetings of the faculty assembly as necessary
f. Propose an agenda for each meeting of the faculty assembly
g. Conduct balloting as necessary
h. Appoint one of its members as a liaison to each standing academic committee
i. Communicate to the faculty all matters concerning the responsibilities, duties, and academic
and professional welfare of the faculty that come before University College and the
university
j. Preside over meetings of the faculty on a rotating basis
k. Maintain contact with the University College representative on the IUPUI Faculty Council
l. Determine assessment needs and assign responsibility for such assessment
m. Monitor diversity within University College, particularly regarding staff and student
leadership
n. Perform other appropriate duties

In addition, the University College Executive Committee shall:

a. Elect one member to serve as a chair of the University College Executive Committee
b. Prepare and distribute the agendas of all faculty meetings as prescribed in these bylaws
c. Prepare, distribute, and verify ballots for all elections conducted by the faculty
d. Prepare and distribute minutes of all faculty meetings within five days after each meeting

SECTION V. MEETINGS OF THE FACULTY ASSEMBLY

Subsection 1. Regular Meetings
Regular meetings of the faculty should be held at least once each month during regular semesters at
a date and time set by the University College Executive Committee.

Subsection 2. Special or Emergency Meetings
A member of the faculty who has obtained the signatures of 15 percent or more of the members of
the faculty in support of such a meeting may call for such a meeting. If such a meeting has been
requested, the University College Executive Committee shall call such a special meeting within 10
regular class days after the request is received, with notice being given to the faculty at least three
regular class days prior to the meeting date. The issue of the petition shall be the sole order of
business of the special meeting.

Subsection 3. Retreats
At least once each academic year, the dean shall facilitate a retreat of the faculty to review and plan
issues of importance for University College.
Subsection 4. Attendance at Meetings
Meetings of the faculty shall be open. The faculty may elect by majority vote to close meetings.

Subsection 5. Executive Sessions
At any meeting, the faculty may declare itself in executive session, excluding all visitors not explicitly designated for attendance at the executive session.

Subsection 6. Order of Business
The normal order of business at each regular meeting of the faculty shall be:
   a. Call to order
   b. Approval of minutes of the last meeting
   c. Acceptance of the agenda
   d. Reports offered by the dean and the University College Executive Committee
   e. Business agenda for the day
   f. Reports of committees
   g. Adjournment

(Memorial resolutions may appear on the agenda in any position chosen by the University College Executive Committee.)

Subsection 7. Agenda
   a. Preparation and Distribution. The agenda for each regular meeting of the faculty, as prepared by the University College Executive Committee, shall be distributed before that meeting or convocation. The agenda shall indicate what issues and documents are to be dealt with as reports, discussion items, or action items.

   b. Modifications. The agenda prepared by the University College Executive Committee may be modified by the faculty by consent or by a majority vote, except that only subjects specifically listed in the announced agenda for a special meeting may be considered at that meeting.

Subsection 8. Voting
Faculty voting guidelines are as follows:
   a. Eligibility. All University College faculty are eligible to vote.
   b. Quorum. A quorum of the faculty assembly shall consist of 25 percent of the voting members.
   c. Majority. A simple majority shall suffice to prevail unless otherwise specified in the bylaws.
   d. Paper Ballots. Any member of the faculty may move to have a paper ballot of the faculty on any issue requiring a vote of the faculty.
   e. Destruction of Ballots. After a vote on any issue before the faculty assembly or any faculty committee has been made and accepted, a motion may be made to destroy the ballots. If such a motion is made and passed, the ballots shall be destroyed, with a record of the vote maintained.
f. **Electronic Balloting.** Electronic balloting may be utilized when necessary.

g. **Reconsideration.** If 10 voting members of the faculty shall make known that they wish an item that was previously considered by the University College Executive Committee to be reconsidered at a meeting of the faculty assembly or referred to the entire faculty, then the matter shall be handled in whichever of these manners is chosen by the petitioners.

**Subsection 9. Rules of Order**

Robert’s Rules of Order shall govern the conduct of meetings of the faculty, except as specifically provided in the bylaws.

**SECTION VI. COMMITTEES OF THE FACULTY**

**Subsection 1. General Operation of Committees**

a. **Membership.** Any member of the University College faculty or University College associates may be appointed to serve on committees. Committee membership within University College is not limited to University College faculty, associates, or staff. Other faculty and staff from the IUPUI community will be appointed to committees when appropriate. Anyone appointed to a committee is eligible to vote within the committee to which he or she has been appointed. Administrators appointed to ex officio status are ineligible to vote.

b. **Committee Chairs.** Unless otherwise specified in these bylaws, each committee shall elect its own chair. The chair should, if possible, be a member with previous experience on the committee to ensure continuity. If the chair is unable to attend a University College faculty assembly, he or she shall find someone to represent the committee in the meeting.

c. **Subcommittees.** Within the boundaries of its authority, each standing committee shall have the power to establish subcommittees. The membership of a subcommittee may be drawn from outside the parent committee or from outside University College or the university, but the chair of a subcommittee shall always be a member of the parent committee. Subcommittees should be set up to address various issues and goals, move through the issues in a timely fashion, and give faculty and staff members specific tasks to be accomplished, thereby involving everyone directly and specifically in the work of the parent committee.

d. **Reporting Function.** Each committee will record its decisions and deliberations each time it meets and will provide an annual report to the dean on its activities.

**Subsection 2. Standing Academic Committees**

a. **University College Academic Policies and Procedures Committee**

1. **Membership.** The members of this committee shall consist of at least five University College faculty, one University College associate, the University College representative(s) to the IUPUI Academic Policies and Procedures Committee, and three University College staff members appointed by the dean and University College
Executive Committee. The associate dean of academic affairs shall serve as an ex officio member of the committee.

2. **Duties and Responsibilities.** The committee will review existing academic policies and procedures for admissions protocols, retention guidelines, and other matters as necessary and will work with appropriate groups if review warrants changes to existing policy or practices.

b. **University College Curriculum Committee**

1. **Membership.** The members of this committee shall consist of at least five University College faculty, one University College associate, and three University College staff members appointed by the dean and University College Executive Committee. The associate dean of academic affairs shall serve as an ex officio member of the committee.

2. **Duties and Responsibilities.** The committee will provide oversight for all credit-bearing courses and academic support programs of University College, including orientation, mentoring, and the Summer Bridge Program.

c. **University College Faculty Roles, Responsibilities, Recognition, and Development Committee**

1. **Membership.** The members of this committee shall consist of at least five University College faculty and one University College associate appointed by the dean and University College Executive Committee. The associate dean of academic affairs shall serve as an ex officio member of the committee.

2. **Duties and Responsibilities.** The committee will:
   a. Provide advice and guidance to the faculty on issues related to faculty roles, responsibilities, and recognition regarding teaching, service, and research
   b. Function as a nominating committee for all elected positions and standing academic committee appointments
   c. Review nominations for University College appointments and make recommendations to the dean
   d. Participate in search and screen procedures for new lecturer appointments
   e. Review awards
   f. Advise on professional staff development
   g. Serve as a link between the rest of campus and University College on issues of faculty development
   h. Collaborate the role and accomplishments of University College to the rest of campus
   i. Promote faculty development in first-year experience courses
d. University College Planning and Budgetary Affairs Committee

1. Membership. The members of this committee shall consist of at least five University College faculty, of which at least four are tenured faculty, as appointed by the University College Executive Committee. The dean and fiscal officer shall serve as ex officio, nonvoting members.

2. Duties and Responsibilities. The committee shall serve as the primary deliberative body of the faculty with respect to all issues related to long-range planning and resource allocation. The committee shall advise the dean in assessing resource needs, in allocating financial resources, and in establishing fiscal priorities.

e. University College Scholarships and Awards Committee

1. Membership. The members of this committee shall consist of at least five University College faculty, one University College associate, and two University College academic advisors appointed by the dean and University College Executive Committee. The associate dean of academic affairs will serve as an ex officio member and will work in collaboration with the executive director of development, operations, and employee relations.

2. Duties and Responsibilities. The committee will review existing scholarships and will recommend criteria and procedures for awarding scholarships, establish scholarship priorities for University College, publicize scholarship opportunities, oversee the selection process for awards, assess the impact of awards on meeting the mission of IUPUI and of University College, and assist University College leadership in identifying potential donors.

f. University College Diversity Committee

1. Membership. The members of this committee shall consist of at least five University College faculty and five University College staff, representing a wide range of University College units, appointed by the dean and the University College Executive Committee. The associate dean of academic affairs shall serve as an ex officio member of the committee.

2. Duties and Responsibilities. The committee will review the culture of University College with a goal to promote an inclusive environment for faculty, staff, and students. The committee will focus on promoting multiculturalism in recruitment, curriculum, professional development, communications, and workplace climate.

Subsection 3. Ad Hoc Committees and Task Forces
The faculty assembly and the University College Executive Committee may establish such ad hoc committees or task forces as they see fit, save that no ad hoc committee shall be established without
a specific term and mandate. The membership of an ad hoc committee may be drawn from outside University College or the university.

SECTION VII. DOCUMENTS

Subsection 1. Amendment to and Revision of These Bylaws
Amendment to and revision, including deletion, addition, or substitution, of these bylaws shall be discussed at a faculty meeting. The vote shall require an electronic ballot of the faculty. Approved amendments and revisions shall become a part of this document or replace this document, as appropriate, and copies of them shall be transmitted to the dean of faculties of the university and the president of the IUPUI Faculty Council for information.

Subsection 2. Standing Committee Operating Procedures
Each standing committee of the faculty will prepare and maintain through continual review a document describing its operating procedures. Amendment to and revision of each document must be approved by the faculty via the University College Executive Committee.

Adopted October 6, 2000
Amended November 17, 2006
Amended March 12, 2010
Amended April 19, 2013
DEFINING THE RESPONSIBILITIES, ROLES, AND RECOGNITION OF UNIVERSITY COLLEGE FACULTY AND ASSOCIATES

MISSION
University College is the unit at IUPUI that provides a common gateway to the academic programs available to entering students. University College coordinates existing university resources and develops new initiatives to promote academic excellence and enhance student persistence. It provides a setting where faculty, staff, and students share in the responsibility for making IUPUI a supportive and challenging environment for learning.

PRINCIPLES
University College will achieve its mission through the
- Promotion of student learning
- Focus on individual student success
- Establishment of its own traditions and recognition of accomplishments
- Provision of a quality first-year experience
- Development of strong connections with the degree-granting units
- Commitment to faculty and staff development
- Creation of a community that values diversity
- Implementation of collaborative governance built on individual responsibility
- Commitment to intentional reflection and assessment
PREAMBLE
In support of the University College mission and principles, University College faculty are committed to enhancing and improving undergraduate education for students in all units, to supporting interdisciplinary studies, and to promoting academic and scholarly excellence. Unique to University College is the faculty’s focus on creating a community distinguished by multidisciplinary faculty involved with students through effective mentoring, rigorous teaching, and responsible curriculum design. University College faculty play a major role in making decisions that direct University College governance and operations, supporting curriculum development, and serving as ambassadors to the campus and community. University College associates are individuals whose campus responsibilities and contributions directly support the mission of University College.

I. UNIVERSITY COLLEGE FACULTY AND ASSOCIATES APPOINTMENT CRITERIA AND PROCEDURES

A foundational premise of IUPUI’s University College is that faculty must be centrally engaged in creating, guiding, and implementing all initiatives for entering students. While University College does not have its own tenured faculty lines, faculty roles have been designed to create a unique faculty that is broadly representative of all academic units at IUPUI. In addition to faculty, associates are selected in support of the University College mission.

There are two types of appointments within University College: University College faculty and University College associates.

University College Faculty
University College Faculty are composed of at least 60 total faculty members with approximately 60% tenured. Non-tenured faculty comprise the remainder of the faculty and include the University College resident faculty employed at the rank of senior lecturer/lecturer hired to teach University College courses. The faculty provide comprehensive leadership for curricular and academic policy issues.

Appointment criteria for University College faculty include:
- Tenured, tenure-track, nontenured, or clinical appointment in an academic unit at IUPUI
- University College joint resident faculty appointments at the rank of senior lecturer or lecturer
- Demonstrated commitment to undergraduate learning
- Written support from the individual’s primary academic unit
- Professional interests and expertise that support the current needs of University College
- Strong commitment to the mission of University College

Appointment as a University College faculty member will normally be made for a two- or three-year renewable term. There is no limit on the number of terms a faculty member can serve.
University College Associates
Associate appointment to University College represents a mechanism for recognizing individuals whose campus responsibilities and contributions directly support the mission of University College (e.g., teaching a first-year seminar, significant committee service, involvement in assessment, or other special projects). The number of associate appointments and the level and nature of their involvement in University College will vary. This appointment implies a more limited range of responsibilities within University College.

Appointment criteria for University College associates include:
- Regularly assigned campus responsibilities that relate to the mission and programs of University College
- Demonstrated commitment to undergraduate learning
- Support from the individual’s primary unit
- Professional interests and expertise that support the current needs of University College
- Strong commitment to the mission of University College

Appointment as a University College associate member will normally be made on a one- to three-year renewable basis.

NOMINATION AND APPOINTMENT PROCEDURES
The University College Faculty Roles, Responsibilities, Recognition, and Development Committee receives and reviews nominations for faculty and associate appointments and makes recommendations to the dean, who, in consultation with the University College Executive Committee, will make the final selection and appointments. Members of the committee participate in search and screen procedures for new University College lecturer appointments.

ANNUAL REPORT
All faculty members are asked to complete a brief annual report that documents personal accomplishments and involvement with University College, thus allowing University College to more effectively document its accomplishments to external audiences. In addition, the annual report provides information for the dean to provide a summary and recognition to the home schools on activities and accomplishments in teaching, service, and research related to the University College appointment.

II. THE ROLES AND RESPONSIBILITIES OF UNIVERSITY COLLEGE FACULTY

A. General Expectations of Faculty
All faculty are expected to understand the mission of University College, actively contributing to the continuous improvement of its programs and services for students. All faculty are eligible to vote at meetings of the University College faculty assembly and at meetings of committees and task forces of which they are a member.
B. Roles and Responsibilities of Faculty
The roles and responsibilities of faculty include:

- Providing strong campus leadership based on principles on which University College was founded
- Promoting the mission, contributing to the understanding of University College and augmenting its effectiveness, via communication with their home units, the campus, and the community as a whole
- Participating in regular University College faculty assembly meetings, semiannual retreats, and other events
- Making significant contributions to the work of committees, task forces, and other projects for which one is responsible
- Reviewing and, where appropriate, responding to University College communications and requests for information and contributing to the preparation of University College proposals and reports
- Assuming a unique set of responsibilities, reflecting individual interests and expertise in support of current University College needs and priorities (see following examples)

C. Examples
The following are examples, organized along the lines of traditional faculty roles, which illustrate how University College faculty may contribute to the unit’s mission and programs.

Service
- Serve on standing and ad hoc committees that set policy, conduct faculty governance, and contribute to the administration and program implementation of University College, which includes but is not limited to:
  - Standing committees established by the faculty (e.g., Academic Policies and Procedures Committee; Curriculum Committee; Faculty Roles, Responsibilities, Recognition, and Development Committee; Planning and Budgetary Affairs Committee; Scholarships and Awards Committee; Diversity Committee; and University College Executive Committee)
  - Special purpose University College committees (e.g., program reviews)
  - Advisory Committee for University College programs (e.g., orientation, mentoring, advising)
- Collaborate with University College advisors in enhancing the quality of academic advising and mentoring and in coordinating advising between University College and the schools
- Participate in and make presentations for University College programs (e.g., student orientation sessions, Scholars Day, and high school outreach activities)
- Serve as a mentor to University College students to assist them in their career choices, help them understand the academic requirements for specific careers, and offer them personal encouragement in achieving their career goals
- Represent University College in community outreach activities by educating the larger Indianapolis metropolitan community, including high school teachers, administrators, counselors, and students, about the importance and necessity of higher education and the preconditions for academic success in college
- Represent University College on campus committees that impact University College (e.g., PRAC, Academic Affairs, Enrollment Management, IUPUI Faculty Council)
• Serve as a University College liaison to inform colleagues and administrators in home units and other IUPUI schools about the purpose, needs, and accomplishments of University College

Teaching
• Teach University College courses
• Serve as a resource for University College courses:
  o Help implement new teaching strategies
  o Help integrate innovations in technology
• Develop and teach new courses for the instruction of University College students
• Provide leadership for the continued development and improvement of first-year seminars and other courses
• Contribute to sustaining or improving effective undergraduate teaching and learning in general education courses at IUPUI
• Attend and participate in presentations, seminars, and regional or national conferences that contribute to the improvement of undergraduate learning

Research
• Contribute to the development, maintenance, and analysis of data concerning University College students as related to assessment of University College in fulfilling its stated mission
• Design, conduct, and disseminate research that:
  o Informs the development of the first-year studies curricula at IUPUI, including the identification of new instructional technologies and pedagogical practices and the assessment of their effectiveness in improving undergraduate learning
  o Promotes the improvement of undergraduate learning
  o Relates to the assessment of University College programs, faculty, and staff
• Disseminate research findings at University College events; university, national, and international conferences; and through publications
• Publish research findings in peer-reviewed journals

III. RECOGNITION AND REWARDS
University College faculty should be recognized and rewarded for their participation in University College. Appointment to University College is a highly selective recognition of faculty who have demonstrated concern for improving undergraduate education.

Recognition for the contributions and accomplishments related to University College may include:
• Acknowledgement of accomplishments and professional expertise on the University College website and in other published media
• University College–initiated nominations for appropriate campus- and university-level teaching, service, and research awards
• Letters of support and appreciation from University College administrators and campus level leadership
Rewards for University College faculty may include:

- Personal satisfaction gained from supporting their students, many of whom are first generation and benefit from faculty University experience
- Unique opportunities for collegiality in a community of peers focused on improving student academic success
- Opportunity to apply for University College professional development funding
- Symbolic tokens acknowledging University College faculty status and accomplishments such as certificates of appreciation, medals for academic regalia, etc.