

Academic Freedom & Tenure (AF&T) Committee:

The Committee shall be the adjudicatory body for cases and controversies relating to academic freedom and tenure which are not resolved through informal procedures or through regular administrative channels. The Committee shall have seven regular members and seven alternates. Members of the Committee and alternates shall be members of the Faculty of Instruction with tenure. The principle of broad representation shall be honored. The Committee shall elect the Committee Chair annually in December. Alternates shall be called to serve on the Committee in order of preference by the electing authority. If a member and his/her alternate are both unable to serve, the electing authority will select from among other alternates, giving preference to the one whose term will expire the same year as the member in whose place the alternate will serve. Committee members and alternates, except those selected for short terms to fill vacancies and first elected, shall serve three-year terms. The terms of office shall be staggered on a basis of three-two-two with annual election. (Academic Charter)

Admission, Financial Aid & Retention (ARFAC):

The Committee reviews the admissions and financial aid policies and practices of the University. It shall recommend change in these policies and practices when, in the Committee's judgment, such change is appropriate. Additionally, the committee will collaborate with administration in developing and assessing University-wide retention strategies. The Committee will deliver a report on admission yield, discount rate, and annual retention data to Senate during the Fall semester of each academic year.

The committee's broad-based membership shall consist of six members of the Faculty of Instruction appointed to two-year terms, three students appointed by the Student Senate, the Dean of Admission, the Director of Student Financial Planning, Associate Provost for Academic Excellence & Student Success, the Dean of Students, and one member representing the Council of Associate/Assistant Deans. The Chair is appointed by the Executive Committee from among the faculty members.

Board of Student Communication (BSC):

The Board of Student Communications (hereafter referred to as "BSC") shall have eight voting members, and other non-voting members determined as described below.

The representation on this committee shall be four faculty members and four students. The Faculty Senate shall appoint the faculty co-chair, and the student co-chair shall be the elected School of Journalism and Mass Communication (SJMC) Senator. In the fall, the faculty co-chair will be responsible for drafting agendas and facilitating meetings; in the spring, the student co-chair will have this responsibility instead of the faculty chair. This will be a full transition and vest the rights of the chair to the SJMC senator.

Faculty members will serve staggered, two-year appointments. At least two of the faculty members will be from the School of Journalism and Mass Communication, or any complimentary major within another school (i.e. the Arts and Sciences representatives from English, Rhetoric, etc). The remaining member must serve in the faculty of instruction.

Student members will serve for one-year appointments. Of the four student members, one shall be the elected School of Journalism and Mass Communication Senator, one shall be the Student Senate Organizational Council Senator, and one shall be a student in at least their second-year at Drake who is not active in an editorial board position of any publication and who is appointed by the Student Body President. The BSC organizational chiefs shall chose the fourth member of the BSC in the first two weeks of the fall semester via majority vote. In the event of a tie, the student co-chair shall cast the deciding vote.

Non-voting members shall include all appointed BSC position holders of each student publication under the supervision of the BSC. A representative of the Dean of Students Office, appointed by the Dean of Students, shall be a non-voting member. Other individuals may be designated as non-voting members by the BSC.

Voting faculty members shall be selected as determined by the Faculty Senate. Should a faculty voting member resign, the Faculty Senate shall provide a successor to fill that office for the remainder of the vacating member's term.

Budget Committee:

Description and membership

The Committee shall be a standing committee of the Faculty Senate. It shall consist of the Faculty Senate President and six faculty members appointed by the Faculty Senate Executive Committee. Terms shall be for three years and shall be staggered. Ideally, the members of the Committee should conform to broad based college/school and Cowles Library representation and include at least two of the most recent Faculty Senate Presidents and the faculty representatives on the Board of Trustees' Business, Finance and Investments Committee and on the Institutional Advancement Committee. (updated May 2018)

The Charge

In the spirit of shared governance, the task of the Senate Budget Committee is to help ensure that academic concerns are the central focus of Drake University's strategic planning *as translated and implemented via the University's budget*.

Advisory role

The Committee shall function as an advisory body for the President, his or her Cabinet, and the Faculty Senate. Every spring, in time for the Drake University Faculty Senate's April meeting, the Senate Budget Committee should submit to the President and Faculty Senate, a report of its findings and activities. At the discretion of the Faculty Senate President, the chairperson of the SBC shall present its report to the Senate. When requested, the SBC shall also advise the Faculty Senate on budget-related Senate actions. Finally, given its faculty constituency and diverse perspectives, the Committee should be able to provide the Vice-President of Finance with useful input for financial planning purposes.

Analysis of historical enrollment, inflation, and financial data

It is difficult to evaluate current or future budget forecasts without having a historical perspective on enrollment, inflation, and selected financial data. Therefore, the Committee shall obtain financial data from the University's publicly available audited financial statements and enrollment data from the University's data book. Inflation data is available from the Board of Governors of the Federal Reserve System or from the U.S. Bureau of Labor Statistics.

The financial statements include the following: statement of financial position (balance sheet), statement of activities (income statement), and statement of cash flows. The financial statements for the fiscal year ending June 30 are typically available late in the fall semester.² The Committee should analyze at least five years of historical data, although ten years of data is preferable. A ten-year time frame would span a typical business or educational cycle. If appropriate, the Committee could consider a comparative analysis using the University's peer institutions or perform other analysis as deemed appropriate. The Committee should consider examining trends for the items listed in Exhibit 1.

Exhibit 1: Recommended items for analysis by the Senate Budget Committee

Category	Specific item
Enrollment:	Undergraduate, graduate, PharmD, Law, and total enrollment
Inflation:	Consumer Price Index (CPI); Consumer Price Index for All Urban Consumers: Education (Education CPI)
Revenues:	Student tuition and fees; scholarships and fellowships; endowment income used in operations; and total operating revenues
Operating expenses:	Instruction; academic support; institutional support; total operating expenses; and the change in net assets from operations ("income")

Assets and liabilities:	Total investments and cash ³ ; bonds payable; total liabilities; and total net assets
Cash flow:	Net cash provided by (used in) operating activities; contributions for long-term investment; purchases of property and equipment

In order to put the investments trend in perspective, we recommend that investments be compared to the inflation measures and to some measure of stock market performance (e.g., S&P 500 index). (The SBC is aware that the University's investments consist of more than equity investments (stocks). Furthermore, it also reflects both inflows and outflows.)

Involvement in the formulation of the budget

The Senate Budget Committee should be involved and have significant input into the development of the next year's budget. (At a minimum, the entire SBC should be part of the Budget Advisory Committee.) A significant amount of time is required to understand, discuss, and debate the forecasts and associated assumptions. Therefore, the Committee should be involved in the budget planning process no later than September and preferably sooner. It would then be in a position to provide meaningful comments in November, *before the budget is sent to the Board of Trustees*. (April 2015)

Compensation Committee Description:

The Compensation Committee is charged with monitoring and reviewing faculty compensation policies and proposing changes as necessary. The Committee membership and chair are chosen by the Senate Executive Committee. The terms of service will be for three years, staggered. Membership of the Committee includes seven faculty members and one staff member who also teaches. In choosing members, the Senate Executive Committee should consider such factors as expertise and representation by academic units and by different categories of faculty appointment

Drake Curriculum & Analysis Committee (DCAC):

The Drake Curriculum Analysis Committee (DCAC; formerly the Drake Curriculum Analysis and Planning Committee) is responsible for assessing achievement of the student learning outcomes drawn from the Drake Mission, and evaluating the effectiveness of the Drake Curriculum and related experiential and co-curricular programs in contributing to the achievement of those outcomes. DCAC will provide regular summaries of the student learning data to the Faculty Senate, University Curriculum Committee, and the Provost, and make recommendations as appropriate for ongoing improvement of the general education curriculum and related programs.

Specific responsibilities of the committee include:

Work with the Director of Assessment and the Director of Institutional Research to

develop a rolling plan for assessment of learning outcomes drawn from the mission explication and the Drake Curriculum

evaluate the data for evidence of student learning and make recommendations for program improvement to the University Curriculum Committee and other bodies as appropriate

evaluate the effectiveness of the assessment instruments and procedures and revise the assessment plan accordingly.

Encourage participation by faculty, staff, and students in assessment procedures.

Report assessment results on a regular basis to the Faculty Senate, the University Curriculum Committee, the Provost, and to other groups on campus as needed.

Consult with the Associate Provost for Curriculum and Assessment regarding faculty and staff development programs on teaching and assessing the essential skills and knowledge needed to achieve Drake Curriculum outcomes.

Liaise with the colleges and schools to share general education and program assessment data that is useful to each.

Membership:

- Six faculty members appointed by the Faculty Senate Executive Committee to three year terms. The faculty representatives will include one each from the Colleges of Business, Journalism, Education, Arts and Sciences (including the School of Fine Arts), and Pharmacy, and one representing Cowles Library.
- 1 representative drawn from the University Curriculum Committee– normally the vice chair – one year term
- Director of Assessment (ex officio)
- Associate Provost for Curriculum and Assessment (ex officio)
- Assistant Dean of Students (ex officio)
- Director of Client Services (ex officio)

The committee will be chaired by a faculty member holding the rank of associate or full professor, the term to last for one year; after the first year of DCAC's existence, any faculty member appointed to the chair's position must previously have served on the committee for a minimum of one year.

In appointing faculty, the Senate Executive Committee should give consideration to the level of involvement of individual faculty members with the Drake Curriculum (such as past participation in teaching FYS or AOIs) or with college, school, or program assessment.

Initial terms will be staggered so that committee openings occur on a three-year rotating basis. Two representatives will be appointed for each term of service, paired as follows: Business and Education, Pharmacy and Cowles Library, and Arts and Sciences and Journalism.

Note: historically, the Student Senate has appointed a representative to DCAP, often the chair of the Student Senate's Academic Affairs Committee. We suggest that this student might be better placed on the University Curriculum Committee than on the newly constituted DCAC, as the UCC's mandate to review Drake Curriculum courses and cross-college programs aligns more closely with academic affairs decisions directly affecting students.

Committee created Spring 2011

Honorary Degree & Drake Medal Committee:

This committee reviews nominations for recipients of an Honorary Degree and the Drake Medals. The committee recommendations are presented to the Faculty Senate for their consideration.

The members of this committee (excepting the Board committee member) are appointed by the Faculty Senate Executive committee for staggered two-year terms. Membership should include three faculty representatives, one staff representative, and an emeritus representative.

A currently serving Board of Trustees member will be appointed to serve a two-year term. The Trustee member will be appointed by the Trustees Board of Affairs.

One faculty member shall be designated chair and another chair-elect.

Information Technology Committee Description:

The Committee provides coordination and advice to the Chief Information Technology Officer (CITO) on optimizing technology and the dissemination of information about IT plans and policies. The Committee also works with faculty to maximize input into

decision making, including working with faculty in the colleges to ensure that college-specific educational needs and goals are met. Terms of membership on the Committee will be for two years, staggered. The Senate Executive Committee selects the Committee chair. Membership will consist of one faculty or staff representative from each academic unit, selected by that unit. The CITO and the Provost are also members of the Committee

Intercollegiate Athletic Council (IAC):

The Council reports to the Senate and makes recommendations regarding policy and programs. The Council shall give primary consideration to the educational goals of the University and benefits to students, both participants and spectators. Budgetary and personnel matters are the responsibility of the administrative officers of the University. The council shall have jurisdiction over the scheduling of contests and the granting of awards.

The Council shall consist of six members of the Faculty of Instruction; the Faculty Representative for Intercollegiate Athletics; three students, two of whom may be participants in intercollegiate athletics; a member of the Student Life division, and an alumnus. Faculty members will be appointed to three-year term, renewable for one additional term. Ex-officio, non-voting members including the Director of Intercollegiate Athletics; an Associate Director of Intercollegiate Athletics; and the Director of Compliance. The Chair will be a faculty member who has served for at least two years on the Committee. The Council meets regularly once a month during the academic year and at other times upon the call of the Chair. (November 2009)

University Benefits Committee (UBC):

After review and approval by the Senate, the Committee is responsible for recommending employee benefits policies to the President. The Committee is concerned with but not necessarily confined to insurance and retirement provisions for employees of the University. The membership of the Committee shall consist of four members of the Faculty of Instruction (at least one of whom should be nine-month and one twelve month contract) chosen by the Faculty Senate Executive Committee and serving three-year, staggered terms; one exempt and one non-exempt staff member chosen by the All-Staff Council Executive Committee and serving three-year terms; a member of the bargaining unit; a representative of the Provost's Office; and a retiree. The Director and Assistant Director of Human Resources, the Chief Administration Officer, the Chief Financial Officer and the Wellness Director serve on the Committee in an ex-officio capacity. The Senate Executive Committee chooses the Chair of the Committee who shall be a member of the faculty. (Description updated May 2017)

University Curriculum Committee (UCC):

The University Curriculum Committee (UCC), a subcommittee of the Faculty Senate, will recommend educational policy for the University regarding proposals that involve campus-wide requirements or that have origins, requirements, or implications that go beyond the individual colleges. Individual colleges and schools retain authority over their own curricula and programs.

The UCC will approve new majors, minors, concentrations, and programs, graduate and undergraduate, and changes to existing majors, minors, concentrations, and programs, graduate and undergraduate that have cross-college origins, requirements, or implications. These proposals must be submitted to the Council of Academic and Administrative Departments (CAAD) for review and comment on potential cross-college implications before submission to the UCC.

The UCC will approve individual courses for the categories of the general education program and approve assessment procedures for the general education curriculum.

The UCC will make recommendations to the Faculty Senate, as appropriate, for revision of the general education curriculum.

The UCC will approve individual courses with interdisciplinary designations such as INTD.

The UCC will forward all committee actions to the Faculty Senate for inclusion in a provisional agenda. The Faculty Senate may, at its discretion, review these actions. All UCC decisions will proceed as directed by the UCC, unless a subsequent action by the Faculty Senate directs otherwise.

The UCC will have faculty representation from each of the divisions of the College of Arts and Sciences, each of the professional schools, and Cowles Library. One administrative representative from CAAD and an administrator designated by the Provost (normally the Associate or Vice Provost who is appointed Director of the Drake Curriculum by the Provost) will serve on the committee in an *ex-officio* capacity. Members serve three-year terms.

The committee will elect one chair and one vice-chair from the faculty members of the committee. The chair shall be a tenured faculty member. The vice-chair shall be liaison to the Drake Curriculum Analysis and Planning (DCAP) committee and shall, if tenured, serve as chair the following year

University Hearing Panel:

The judicial commission is composed of 21 members: 11 faculty and 10 students. The faculty members shall be selected by the Faculty Senate. The student members shall be selected by the Student Senate. All information obtained by appeals panel members during the course of disciplinary proceedings is to be kept in strictest confidence.

A hearing panel chair shall be chosen from among the faculty members of the University Hearing Panel by a majority vote of the entire Hearing Panel. The chair shall have administrative responsibility, which includes selection of pre-hearing officers, selection and assignment of appeals panels and oversight of appeals panel reports. The presiding officer of each appeals panel shall be appointed by the judicial commission chair from among the faculty members of the particular panel. The presiding officer shall arrange for the recording of the appeals panel meeting with the accused and Dean, if any, by any means chosen by him/her.

University Hearing Panel members (both faculty and students) shall serve a two-year term. Faculty members should alternate two-year terms so there is always an experienced faculty member on the hearing panel. Student members should also alternate two-year terms so there is always an experienced student member on the hearing panel. The term of office for each member shall commence on the first day of the fall semester. The term of office of all members shall expire on the last day preceding the first day of the fall semester.