



BAU
Bay Atlantic
University

CONCORDIA PER ERUDITIONEM

Governance Guide



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INTRODUCTION

PARTICIPATORY GOVERNANCE

The purpose of this document is to describe the structure for making informed decisions at Bay Atlantic University. These processes put into practice the mechanisms through which the voices of the University's constituent groups are heard in making decisions.

This document describes the primary facets of the university decision-making process:

- The University Culture
- Philosophy of Informed Decision Making
- Role of Faculty, Staff, Students and Administrators
- Type and structure of groups that develop recommendations
- Charters for Councils and Committees
- Participatory Governance Flow Chart
- University Governance Model
- Assessment of the Governance Model

THE UNIVERSITY CULTURE

Bay Atlantic University values a culture of input from all levels of the university community by encouraging inclusiveness, collaboration, transparency, and responsibility which impact decisions in both formal and informal ways. Therefore, the purpose of this manual is to describe the philosophy and practices that define participatory governance at Bay Atlantic University (BAU).

OVERVIEW

Participatory governance at BAU is a collaborative effort of administration, faculty, staff, and students for the purpose of providing high quality university programs and services. All members of the university community are invited to participate in promoting the mission and vision of the university and developing policies and procedures through governance councils, committees and working groups under which the university is governed and administrated.

Mission

The mission of Bay Atlantic University (BAU) is to provide high quality education through a variety of career-related programs that:

- Enable BAU students to enhance and achieve their academic potential.
- Provide them the necessary skills, experience and qualifications to advance their professional careers.
- Cultivate among them the intellectual curiosity, critical thinking abilities, and creativity that are urgently needed in the global community.

Core Values

- Bay Atlantic University aspires to provide education and scholarship of the highest quality, to advance the frontiers of knowledge and to prepare individuals for life, work, and leadership.
- At BAU, we have four core values: **Respect, Academic Achievement, Diversity, and Integrity**; values which benefit a globally-oriented institution of higher education. We expect members of the BAU community to treat one another with respect; to strive for high academic achievements; to express diverse ideas and reflect diverse backgrounds; and to approach their personal and academic lives with integrity.
- Our students participate in serving those in need, and contribute much time to help make the world a better place. We are extremely proud of our students, staff, and faculty for making an impact; while educating themselves about the many struggles of the world. Bay Atlantic University hopes to generate compassionate world citizens and well rounded individuals.
- The more we embrace these values in our daily lives, the more we create and sustain an environment of trust, cooperation, lively inquiry, and mutual understanding; the better we can advance our commitment to education, which all of us share.

Culture of Inclusiveness

Participatory governance is meant to be inclusive and efficient, to engage all levels of the university community to encourage diverse thoughts, decisions, and recommendations. All members of the university community are invited and encouraged to participate in shaping decision-making. Inclusiveness promotes consensus through understanding issues impacting groups other than our own and working together to seek proposed solutions.

Culture of Collaboration

Promoting collegiality in the decision-making process, BAU understands that all interested parties are united in a common goal of success. Therefore, working with respect for differing roles and opinions, university-wide committees and councils are typically composed of representatives from faculty, staff, students and administration.

- The University is meant to be a safe environment so that constituents feel safe to voice opinions, seek assistance, fail, and learn how to move on from failure. Regardless of the forum, sharing ideas and information is valued. In order for collaboration to take place, ideas, suggestions or questions should be allowed without criticism, which allows for divergent views to be fully explored and thoughtfully considered, ultimately leading towards consensus.

Culture of Transparency

Transparency is the cornerstone to a culture of inclusion and collaboration. Transparency of issues and proposed solutions, decisions and justification for the decisions promote accountability and trust between constituencies.

- To facilitate transparency, schedules and meeting minutes for council and committee meetings shall be posted on the website. Meetings are open to all members of the university community, unless otherwise stated. Other means of communication, such as university-wide emails and open discussion meetings are used to disperse information on current issues and decisions.

PHILOSOPHY ON INFORMED DECISION MAKING

Bay Atlantic University embraces the following philosophy with respect to participatory governance:

1. To base decisions on data.
2. To encourage widespread institutional dialog.
3. To base the participatory decision-making process on cooperation, trust, and participatory values rather than confrontation.
4. To focus on issues that are institutional in nature and affect the university as a whole.
5. To reach solutions that are made better through the expertise of the participants and made more acceptable through the participatory process.
6. To foster a climate of mutual trust, creative conflict resolution, and positive communication skills.
7. To communicate regularly and clearly with those stakeholders directly affected by decisions.
8. To effectively use time and resources by streamlining the processes to avoid duplication of effort.
9. To identify purpose, function, membership, and reporting relationships for each council, committee, or work group.
10. To maintain reasonable balance and continuity of representation within each participatory governance group.
11. To expect representatives on committees to be familiar with committee functions, to be responsible for attendance, and to regularly consult and communicate with constituents.
12. The participatory governance process will be reviewed yearly.

ROLE OF CONSTITUENCY GROUPS

Decisions at BAU are made utilizing the philosophies of participatory governance. Members of the University community have the authority and responsibility to make recommendations in matters appropriate in scope to their roles in the University.

ROLE OF THE BOARD OF TRUSTEES

The control of university operations rests with its Governing Board. The main function of the Board, as described in the bylaws, is twofold: to develop policies for the advancement of Bay Atlantic University, and to support the president/CEO of the university with the implementation of those policies. In addition, Bay Atlantic University's Board provides guidance, monitoring, and assistance to the president/CEO of the university in public affairs and in building key alliances to assist in and support the growth of the university. The Board gathers formally twice a year, October or November in Fall and April or May in Spring.

Although the Board is responsible for assuring that all university departments comply with the policies, procedures, and regulations of all state, federal and accreditation agencies, it does not participate in the details of daily operations and institutional management, which are delegated to the university president. The board appoints the President/CEO of the university who is responsible for the overall management and accountable to the Board.

The President/CEO delegates specific responsibilities to members of the executive team: Chief Financial Officer (CFO), Chief Academic Officer and Institutional Effectiveness, and Chief Growth Officer. Each member of the administrative staff is fully accountable for the operation of the respective department of the university. The CFO oversees the financial affairs, the facilities including technological infrastructure and human resources. The CAO is responsible for the overall leadership, management and organization of the university's academic affairs. The CAO also oversees academic advancement, academic quality, career counseling, registrar, and library services. The CGO is responsible for the marketing and admissions operations and the enrollment growth of the university. All these officers report directly to the President/CEO.

ROLE OF FACULTY

Full-time faculty members are provided with opportunities to participate in the decision-making process at BAU regarding issues affecting faculty.

For purposes of university governance, faculty members are represented by the Faculty Council. The Faculty Council represents the faculty in making recommendations to the university administration on instructional and professional matters, which are specifically defined as:

- curriculum, including establishing prerequisites and placing courses within disciplines,
- degree and certificate requirements,
- grading policies,

- standards or policies regarding student preparation and success,
- University governance structures, as related to faculty roles,
- faculty roles and involvement in accreditation processes, including self-study and annual reports,
- policies for faculty professional development activities,
- personnel policies that concern faculty including faculty workload and expectations of faculty,
- appoint Association representatives to serve on all appropriate university councils, committees, and taskforces, and arrange for representation at any appropriate meeting or function.

The University President of BAU agrees to function with the Faculty Council in instructional and professional matters in a collegial manner, which means that faculty and administrators will work in good faith to reach agreement on instructional and professional matters. In instances where mutual agreement, the University President commits that his/her decision will be based on a clear and substantive rationale.

ROLE OF STAFF

All regular, benefit-eligible university staff are provided with opportunities to participate in the decision-making process at BAU regarding issues that will affect them.

For purposes of university governance, staff members are represented by the Staff Council in making recommendations to the University administration. The Staff Council will:

- prepare recommendations to be brought before the staff,
- recommend committees to the staff and appoint representatives to serve on all appropriate university councils, committees, and taskforces, and arrange for representation at any appropriate meeting or function.

ROLE OF STUDENTS

The students at BAU are provided with opportunities to participate in the decision-making process at the university regarding issues that will affect them. For the purpose of university governance, students are represented through the Student Government Association (SGA).

Students may make recommendations to university administration in areas that have a significant effect on them, such as:

- grading policies,
- codes of student conduct,
- academic disciplinary policies,
- curriculum development,
- courses or programs that should be initiated or discontinued,
- processes for institutional planning and budget development,
- standards or policies regarding student preparation or success,
- student and learning services planning and development,
- any other matter that the university administration determines will have a significant effect on students, and
- appoint student members to university councils, committees, and taskforces, or other groups dealing with the issues listed above.

ROLE OF ADMINISTRATORS (LEADERSHIP TEAM)

The administrators supervise university budgets, personnel, and related operational responsibilities. In addition, administrators are responsible to:

- provide leadership and expertise in assessing, identifying, formulating, and aiding in implementing the overall academic direction for the university,
- plan, organize, direct and evaluate the activities of the university pursuant to university mission and goals as set forth by the Board of Education,
- report on university achievement of university goals,
- plan and recommend the instructional and student services programs, university budget, and organizational structure of the university,
- support institutional research related to student learning, development, and outcomes,
- remain current on emerging services, methodologies, and technologies relevant to the university's educational programs and student services,
- establish and maintain liaisons with business and community representatives as participants in the planning, development and modification of curriculum and programs,
- serve as a resource to, and collaborate with, faculty, staff, and students in developing, coordinating, and evaluating the university's programs and services,
- ensure that the university's educational programs and student services comply with the state and federal regulations, accreditation standards, university policies, and articulation agreements, and
- promote the appropriate inclusion of students, faculty, and staff in participatory decision-making processes.

TYPE AND STRUCTURE OF GROUPS

The participatory governance process at Bay Atlantic University is grounded in respect for the roles and scope of authority of each of the university's constituencies. This is most clearly demonstrated by council, committee, and taskforce members' understanding and acceptance that their work is a recommendation to a specific person or group.

At BAU, groups that contribute recommendations to the decision-making processes are organized into three categories based on the group's responsibilities and their source of authority. The groups in all three categories are essential to the involvement of the university community in making decisions and being informed about issues of university-wide importance.

TYPES OF GROUPS

Governance Councils

Governance councils are those whose authority is derived through representation of their constituency. Therefore, their voices are heard in university conversations through representatives who are appointed by the respective constituent group. Since the university is small, council membership would be too small or there would be duplicated membership on all councils. Therefore, in order to streamline, an abbreviated model (figure 2) has been adopted until growth warrants a larger constituency group. As the University grows, additional representation will be added as follows (see appendix VI Growth Plan):

- Academic Council – minimum of 10 fulltime faculty
- Staff Council – minimum of 25 fulltime administrative staff below the manager or director level
- Administrative Council – minimum of 25 employees at a manager or director level
- Student Engagement Council – minimum of 500 students enrolled
- Executive Council – upon activation of both Administrative and Student Engagement Councils

Student Government Association

The Faculty, Staff, and Student groups are constituents of-the whole, meaning that their membership includes all members of the faculty, staff, or students.

Advisory Committees

Advisory committees are formed at BAU as a venue for university-wide conversations on topics chosen by the University as important and worthy of concentrated university-wide focus. These

groups are charged by the University President to perform specific functions that benefit the university community. These committees are divided into two categories:

- General campus committees (support specific efforts)
- Program Oversight Committees

Standing Committees

Standing Committees are formed at BAU to do assigned work on an ongoing basis that are university-wide in scope. These committees are charged by the University President.

Sub-committees, Work Groups, Task Forces

Sub-committees, work groups, and task forces are formed at BAU to do assigned work for a specified amount of time or until a specific project is completed that are specific to a committee or council. These teams are charged by the respective committee or council.

MEMBERSHIP IN UNIVERSITY GROUPS

University groups are populated through various methods contingent on the source of authority on which the group is based.

Governance Councils

The faculty, staff, and students each elect their representatives and officers. Administrators are appointed by the University President.

Advisory Committees

Generally, membership in these committees is appointed based on position.

Standing Committees

Membership in these committees may be voluntary or appointed based on position. These committees include representatives from the University appropriate to the charge of the group.

Sub-committees, Work Groups, and Task Forces

Membership may be voluntary or appointed based on position. These teams include representatives from the university appropriate to the charge of the project.

APPROVAL PROCESS FOR UNIVERSITY GROUPS

Governance Councils

Recommendations from either governance council having a university-wide impact are made to the University President.

- If favorable vote occurs at the council level, the recommendation is forwarded to the University President.
- President's decision is communicated to the governing group.

Advisory Committees

- If favorable vote occurs, recommendation is forwarded to the University President.
- University President's decision is communicated to the initiating group.
- If unfavorable vote occurs, University President returns recommendation to initiating group with explanation.

Standing Committees

- If favorable vote occurs, recommendation is forwarded to University President or appropriate Chief Officer.
- University President's or appropriate Chief Officer's decision is communicated to the committee as well as the initiating group.
- If unfavorable vote occurs, committee returns recommendation to initiating group with explanation.

Sub-committees, Work Groups, and Task Forces

- If favorable vote occurs, recommendation is forwarded to University President or appropriate Chief Officer.
- University President's or appropriate Chief Officer's decision is communicated to the committee as well as the initiating group.
- If unfavorable vote occurs, council committee returns recommendation to initiating group with explanation.

The following organizational charts outline the relationship of the councils and committees for non-policy (figure 1) and policy (figure 2) recommendations.



Figure 1: Non-policy Organizational Structure

Policy is recommended through each department represented by the leadership team to the University President, who in consultation with the Leadership Team recommends policy adoption to the Board of Education.

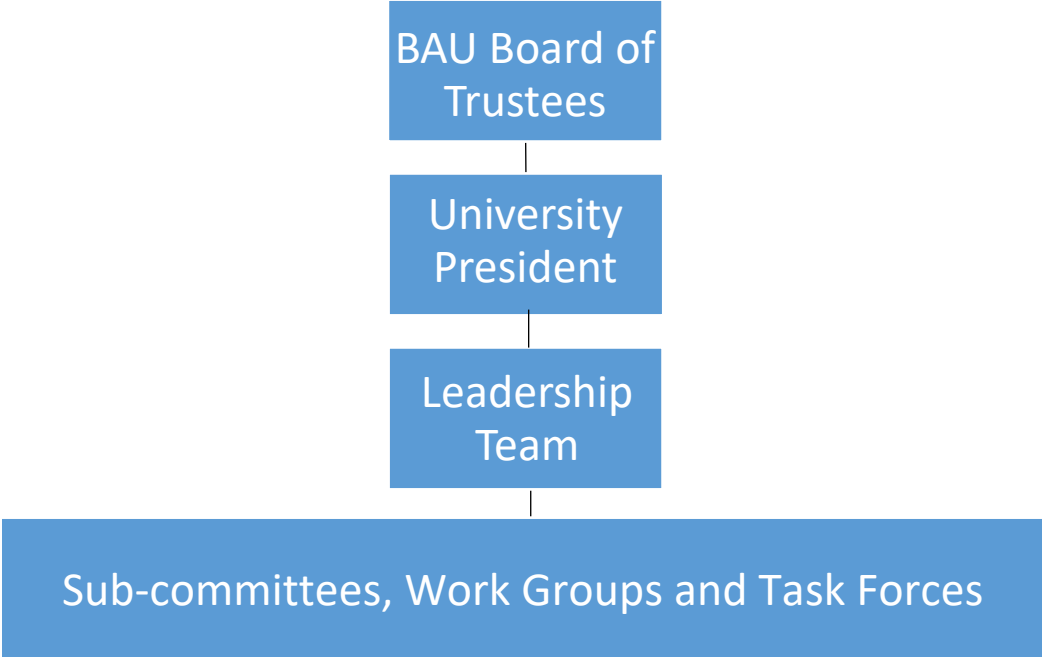


Figure 2: POLICY Organizational Structure

EVALUATION OF THE PROCESS

In order to assure institutional improvement of the teaching and learning environment, the participatory governance and decision-making processes are evaluated annually. Each Chair will take primary responsibility for assuring this evaluation is completed. These evaluations are set up to ensure the participatory governance structure provides for:

- decisions are based on data
- participatory decision-making process is based on cooperation, trust, and participatory values rather than confrontation
- issues are institutional in nature and affect the university as a whole
- a climate of mutual trust, creative conflict resolution, and positive communication skills is encouraged
- communication is regularly and clearly articulated with stakeholders directly affected by decisions
- constituents can identify purpose, function, membership, and reporting relationships for each council, committee, or work group
- a reasonable balance and continuity of representation is maintained within each participatory governance group

APPENDICES

- Appendix I: Governance Council Charters
- Appendix II: Advising Committee Charters
- Appendix III: Standing Committee Charter
- Appendix IV: Sub-committees, Work Groups, and Task Forces Charters
- Appendix V: Sample Evaluation Form
- Appendix VI: Growth Plan

APPENDIX I
GOVERNANCE COUNCIL CHARTERS

Student Government Association

APPENDIX II
ADVISORY COMMITTEE CHARTERS

Program Advisory Committee

APPENDIX III
STANDING COMMITTEE CHARTERS

Curriculum Committee

Institutional Effectiveness Committee

Scholarship Committee

Distance Learning Committee

APPENDIX IV
SUB-COMMITTEES, WORK GROUPS, AND TASK FORCES CHARTERS

APPENDIX V
SAMPLE EVALUATION FORM

APPENDIX VI

Growth Plan

GROWTH PLAN

As the University grows, additional representation will be added as follows:

Academic Council – minimum of 10 fulltime faculty (faculty are free to meet at any time before the formal council is established)

Staff Council – minimum of 25 fulltime administrative staff below the manager or director level

Administrative Council – minimum of 25 employees at a manager or director level

Student Engagement Council – minimum of 500 students enrolled

Executive Council – upon activation of both Administrative and Student Engagement Councils

EXECUTIVE COUNCIL

Review new policies or revised policies recommended by the Academic, and Administrative Services Council prior to submission to the Administrative Team. The council has representation from all university constituent groups.

Specific functions:

- Review all policy recommendations emanating from the various policy councils
- Adopt, modify, and/or reject policy recommendations emanating from the various policy councils
- Recommend policy statements and procedures to the BAU President . The President makes recommendations to the Board of Education in areas of authority reserved for the Board
- Interpret policy statements, administrative rules, and procedures
- Recommend items for consideration by the policy councils
- Function under Robert’s Rules of Order
- Jointly work with other governance councils on policies and procedures that affect areas covered by the other councils.

ADMINISTRATIVE SERVICES COUNCIL

Develop and recommend to the Executive Council clerical, operational and regulatory policies that may impact university resources as they relate to the general operation of Bay Atlantic University.

Specific functions:

- Review, evaluate and recommend various financial operations of the university
- Review, evaluate and recommend the annual budget and budget operations for compliance with existing policy and cohesion to the current strategic plan.

ACADEMIC COUNCIL

Develop and recommend policies and procedures relating to the instructional programs of the university.

Specific functions:

- Recommend new degrees and changes and revisions to existing degrees, programs, and certificates, specifically major changes to the content or credit value of professional technical degrees or to the foundational skills and distribution courses in transfer degrees.
- Review and recommend proposals for new full-time faculty positions; may include general recommendation for priorities.
- Review and recommend the academic calendar.
- Recommend policies and procedures for the evaluation of adjunct faculty.
- Initiate and / or recommend and review policies and procedures for proposals that directly affect instructional processes, including library services.
- Jointly work with other governance councils on policies and procedures that affect both instruction and areas covered by the other councils.
- Approval of curriculum as recommended by the Curriculum Committee

STUDENT SERVICES COUNCIL

Develop and recommend policies and procedures:

1. designed to provide and promote a broad cultural, social, and recreational student life program for students including the broader university community;
2. relating to student services, programs and academic standards;
3. relating to student's rights and responsibilities including regulations governing student behavior within the university community.

Specific functions:

- Recommend priorities for programs and services in the area of student services
- Recommend student programs including student organizations, clubs, student government, publications, cultural events and social activities
- Recommend sports programs including intercollegiate athletics, intramural and recreational programs
- Recommend admissions/registration operations including policies and procedures which may include student records, grades, withdrawals, academic standards, and admission standards
- All counseling activities to include counseling, advising, testing, financial aid operations, enrollment services and special programs associated with the counseling center

STAFF COUNCIL

The Staff Council are constituents of-the whole, meaning that their membership includes all members of the staff with elected representatives to participate as the Staff Council voice on other Councils.

The future organizational structure to accommodate the growth plan is below. Policy is recommended through each council to the Executive Council. The Executive Council recommends policy adoption to the University President, who in consultation with the Leadership Team recommends policy adoption to the Board of Trustees.

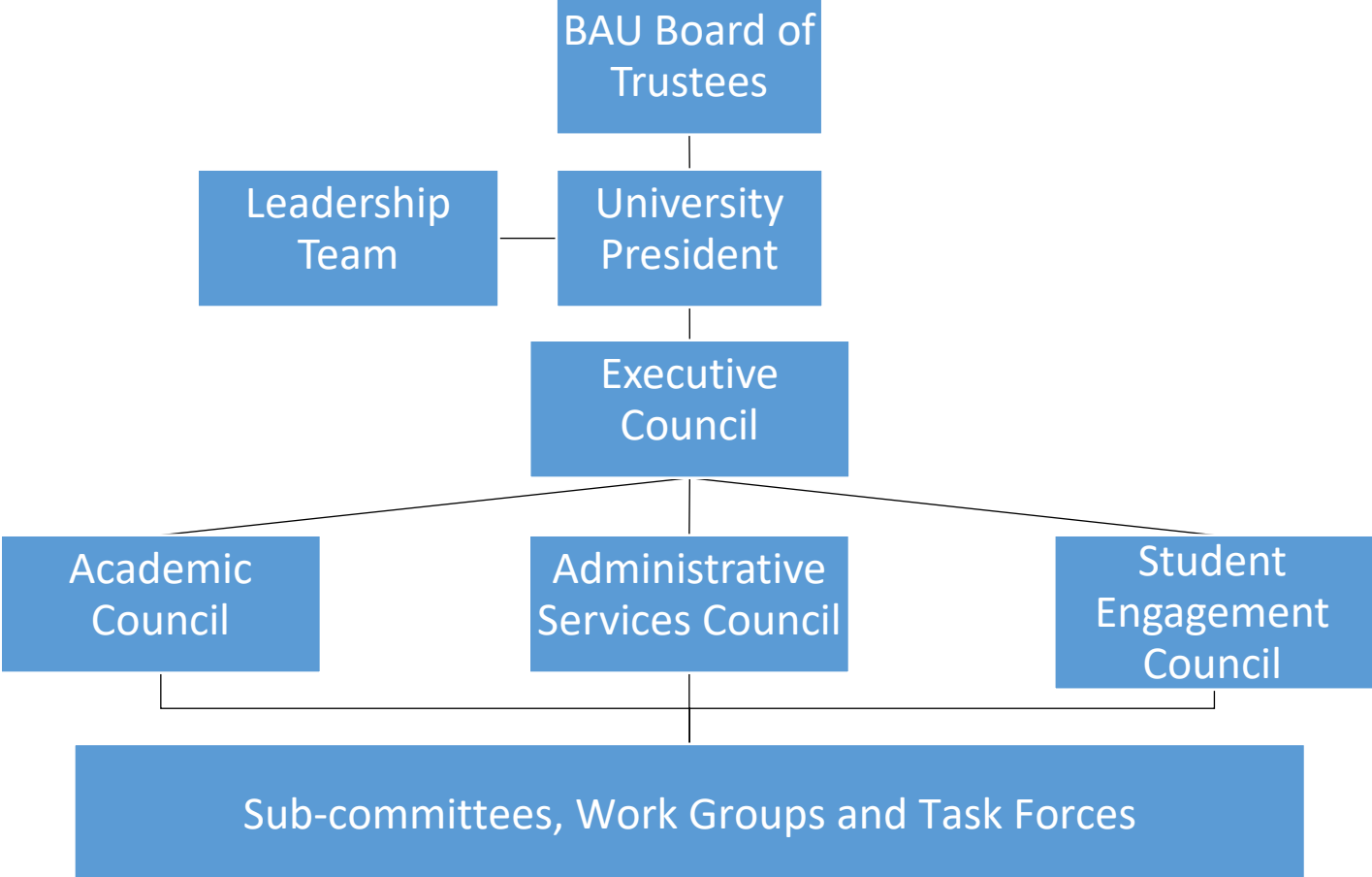


Figure 3: Future Organizational Structure