

Chapter Two:

Organization and Governance

- Board of Trust
- By-Laws of Cumberland University
- University Administration
- University Standing Committees

Board of Trust

The deliberations of the Board of Trust are governed by the adopted bylaws of October 27, 1990. A copy of the bylaws is included in the Faculty/Staff Handbook of Cumberland University. The Board of Trust has a membership of at least twenty-five (25) and no more than fifty (50) individuals, not including life trustees. Trustees are to be nominated by the Executive Committee of the Board. Broad representation and varied interests, abilities, and experiences are sought. The number of trustees may change as per election to Board of Trust at the annual meeting. Trustees shall be elected by the Board of Trust and may be re-elected for additional terms by the Board of Trust. The President of the University shall be an ex-officio member of the Board. Trustees are elected for a term of three (3) years. The Board of Trust enacts the official policies of the University.

Officers of the Board of Trust

Officers of the Board of Trust are Chairman, Vice-Chairman, and Secretary-Treasurer.

Duties and Responsibilities of the Board of Trust

The Bylaws of the Board of Trust describe the responsibilities of the Board, its committees, and administrative officers. These Bylaws were amended and approved on October 27, 1990–

The Board of Trust is charged with making policy decisions pertaining to the continuing operation and future advancement of the University. The Board generates policy statements on the basis of input from several interested parties. Generally, formal input from salaried personnel at the University to Board members is arranged and officially presented by the President of the University. Any interested party may interact with the Board in an informal or social setting. If an additional person is needed to clarify or elaborate on any specific University concern, the President approves an individual meeting with Board members or committees.

The Bylaws of the Board of Trust establish the following standing Board committees: Membership, Faculty Affairs, Student Affairs, Educational Affairs, Audit, Development, Investment, Buildings and Grounds, Finance, and Executive. Membership of salaried personnel of the University on committees of the Board of Trust is approved by the President. Correspondence from the Faculty Senate to the Board of Trust is transmitted via the President for deliberation and consideration.

An important portion of the responsibility of the Board is to general financial resources for the University. The financial solvency of the University is a primary focus of Board activities. The Executive Committee and the Investment Committee are involved in proposing major investment opportunities. Members of the Board individually assist in fundraising efforts and assist the President in identifying and cultivating potential members.

BYLAWS *
OF
CUMBERLAND UNIVERSITY
Amended April 30, 1999

ARTICLE I

Powers of the Board of Trust

The Board of Trust shall have and exercise the corporate powers prescribed by law. Its primary functions shall be the formulation and approval of policy and responsibility for sound management of the resources of the corporation (referred to in this and the following Articles as "University"). The Board of Trust shall further determine the general, educational, and financial policies, and shall have the power to carry out any other functions which are permitted by these Bylaws or by the Articles of Incorporation, except as limited by law. These powers shall include, but shall not be limited to, the following:

1. Determine and periodically review the purpose and the mission of the University.
2. Establish, review, and approve changes in the educational programs of the University, consistent with its mission, including approval of recommendations of the President for changes or additions in the number or types of degrees, the number and nature of departments, divisions, schools, or colleges through which the curriculum is administered, and the number and names of academic majors.
3. Establish procedures regarding appointment, promotion, tenure, and dismissal of faculty members.
4. Approve annually the terms and conditions of employment, salary policies, and schedules for all staff, faculty, administrators and other employees of the University.
5. Elect the President, who shall be the Chief Executive Officer of the University, in accordance with these Bylaws, and remove him for just cause.
6. Approve and authorize all earned degrees upon recommendations of the faculty, and all honorary degrees.
7. Oversee and approve the budget of the University and establish policy guidelines for the endowment and for all investments and major fundraising efforts.
8. Authorize the purchase, management and sale of all land, buildings, or major equipment for use of the University.
9. Authorize the construction of new buildings and major renovations of existing buildings.
10. Authorize the incurring of debts by the University and securing thereof by mortgage and pledge of real and personal property tangible and intangible.
11. Authorize any changes in tuition and fees within the University.
12. Authorize officers or agents of the University to accept gifts or bequests on behalf of the University.

* Although the masculine terms are used throughout these Bylaws for simplicity and grammatical consistency, they may be interpreted as the feminine terms wherever and whenever appropriate.

ARTICLE II

Officers of the Board of Trust--Duties--Execution of Instruments

1. Officers of the Board and Terms of Office--The Board of Trust shall elect from its membership a Chairman of the Board, a Vice-Chairman, and a Secretary-Treasurer.
2. Officers of the Board shall be elected at the Annual Meeting for a term of two (2) years. No Trustee shall serve more than three (3) consecutive terms in the same office. Any time greater than 365 days in filling an unexpired term shall be considered a full term.
3. Chairman of the Board--The Chairman of the Board shall preside at all meetings of the Board and shall call special meetings of the Board with proper notice when deemed necessary by him. He shall execute, together with the Secretary-Treasurer of the Board attesting, all instruments requiring his signature and shall perform such other duties as shall be required of him by the Board.
4. The Chairman shall be an ex-officio member of all committees, except those committees where he shall be named as chairman.
5. Vice-Chairman--In the absence, disability, refusal, or inability of the Chairman to serve, the Vice-Chairman shall exercise all the functions and powers of the Chairman, and shall perform other duties as requested by the Chairman.
6. Secretary-Treasurer--The Secretary-Treasurer shall execute with the Chairman all instruments requiring the signature as such officer.

The Secretary-Treasurer shall keep an accurate record of the minutes of all meetings and transactions of the Board, of its Executive Committee, and of such other meetings as shall be requested. The official minutes shall be kept in the University office

The Secretary-Treasurer shall transmit to the President of the University and each member of the Board of Trust a copy of the minutes of the meetings of the Board. The Secretary-Treasurer shall be the chief financial officer of the Board and shall perform such specific duties as shall from time to time be required.

1. Execution of Instruments--The Chairman of the Board of Trust, with the Secretary-Treasurer of the Board attesting, shall have the power and authority to execute all instruments on behalf of the corporation; however, the Board of Trust or its Executive Committee, may authorize any one or more of the officers of the Board or the President of the University to execute in the name of the corporation any instrument and such instrument when so executed and acknowledged for and on behalf of the corporation by the officer or officers or the President of the University so authorized by the Board or its Executive Committee shall be legally valid and binding upon the corporation.

ARTICLE III
Committees of the Board

All committees of the Board of Trust shall be appointed annually by the Chairman of the Board within thirty (30) days of the conclusion of the Annual Meeting. The notice of the time and place of the Annual Meeting shall include a form on which Trustees may indicate committee membership preferences and file them with the Secretary-Treasurer at or before the Annual Meeting.

All committees shall have at least four members, except the Executive Committee, which shall have at least seven members. A Chairman shall be appointed annually for each committee. The Committee Chairman may appoint other officers as necessary. No Trustee shall serve as Chairman of the same committee for more than four (4) consecutive years.

Committees shall meet from time to time at the call of the Committee Chairman or at the request of at least two (2) members to conduct business. The term "meet" may also be interpreted to include conference calls, mail or E-mail messages or ballots, or other means of information sharing.

Within thirty (30) days of the appointment of committees, the Chairman of the Board shall transmit to each Committee Chairman, in writing, specific priority assignments of subjects to be investigated by the committee during the next ten (10) months. Copies of committee membership lists and priority assignments shall be sent to each Trustee.

Each Committee Chairman shall transmit to the Secretary of the Board, at least thirty (30) days before the Annual Meeting, a written report of the findings and recommendations of the committee, and otherwise as required by the Chairman of the Board or the Executive Committee. Copies of all committee reports shall be sent to each Trustee along with the notice of the time and place of the Annual Meeting. Committees may also report in person at the Annual Meeting, or at other meeting of the Board, if requested by the Chairman of the Board or the Committee Chairman.

The Board shall maintain the following standing committees:

1. Membership--The Committee on Membership shall present to the Board, or in special circumstances to the Executive Committee, a list of proposed board members for approval or rejection. Those approved will be solicited subject to the following conditions: (a) that they attend an orientation process conducted by the committee and administration and (b) that they make a commitment to perform the duties and exercise the responsibilities and expectations of a board member. Meeting these conditions will constitute election and automatically entitle the proposed persons to membership on the Board without further vote. Nominations for prospective board membership, from whatever source, shall be made to the Committee on Membership. The Committee shall present to the Executive Committee its recommendation for those trustees to be removed from membership or promoted to either Life Trustee or Trustee Emeritus. Upon obtaining Executive Committee approval, the Membership Committee shall present those recommendations to the full Board at its next regular meeting. The Committee shall make nominations to the Board for the positions of Chairman, Vice-Chairman, and Secretary-Treasurer.
2. Academic Affairs--The Academic Affairs Committee shall review matters affecting the faculty and academic programs of the University, including educational programs, salaries, pension, and other personnel policies. It shall, in cooperation with the President, study and appraise the quality of the academic program, measure the program relative to other

comparable institutions in terms of teaching load, class size, student-faculty ratios, instructional expenditures, research, and other relevant factors; formulate desirable short and long-range enrollment goals using the guidance of the mission statement of the University as adopted by the Board; and advise the Finance Committee on the specifications and requirements for financing the academic programs.

3. Student Affairs--The Student Affairs Committee shall review matters affecting all aspects of student life of the University, including admissions, residential policies, and counseling, other than those relating to the academic program.
4. Development--The Development Committee shall review and recommend fundraising and public relation programs which are necessary to enable the University to carry out its purpose.
5. Investment--Acting within the scope of investment policy guidelines established by the Board of Trust, the Investment Committee shall have charge of the investment of all funds of the University, including the power within the scope of authority granted by the Board of Trust or its Executive Committee, to effect purchases, sales or exchanges of securities, and other investment assets of the University. The Committee may employ investment counsel and may delegate such authority to purchase or sell securities for the account of the University to such investment counsel or to any officer of the University subject to such limitations as the Committee may impose. The Committee shall report changes in investments to the Board of Trust at each Board meeting. It shall, at least quarterly, unless directed otherwise by the Board of Trust or the Executive Committee, prepare and submit to the Finance Committee and the Board of Trust estimates of the expected endowment income and any recommendations as to proposed revisions in investment policy guidelines, and revisions in investment policy guidelines.
6. Buildings and Grounds--The Buildings and Grounds Committee shall review and analyze maintenance and operations policy, recommend improvements, review and recommend approval of plans and cost estimates for new facilities, review the annual operating and capital budgets of the Department of Buildings and Grounds, and make recommendations at least yearly to the Board.
7. Finance and Audit--The Finance and Audit Committee shall review annual operating and capital budgets prepared and presented under the direction of the President and make recommendations to the Board of Trust. It shall review major financial transactions not provided for in the budget and submit proposed variances with recommendations to the Board of Trust or Executive Committee. The chief financial officer of the University shall be an ex-officio member of the Finance Committee, without power to vote, and shall not be counted as a member of the Committee for any purpose. It shall report its findings and recommendations to the Board of Trust and the Executive Committee at each meeting, unless directed otherwise by the Board of Trust or the Executive Committee. It shall periodically appraise the financial control and accounting systems of the University and recommend to the Board any changes it deems appropriate. It shall recommend the designation of an independent auditor each year and shall cause to be prepared and submitted to the Board of Trust at least once a year at the annual meeting of the Board an audited statement of the financial condition of the University as of the close of the fiscal year. The Committee may request any designated independent auditor, or any officer or employee of the University, to appear before it to report on the financial condition of the University and answer any questions the committee might have. The President of the University shall not be an ex-officio member of the Finance and Audit Committee, but may, upon invitation of the Committee, attend any meeting.

8. Executive--The Executive Committee shall have a minimum of seven members, all of whom shall be Trustees. The Chairman of the Board of Trust shall be the Chairman of the Executive Committee. The Vice-Chairman of the Board, the Secretary-Treasurer, and the Chairman of the Finance Committee shall serve on the Executive Committee. The President shall be an ex-officio member of the Executive Committee, without power to vote, and shall not be counted as a member of that committee for the purpose of determining a quorum. Between meetings of the Board of Trust, the Executive Committee shall have general supervision of the administration and property of the University. However, it shall not take any action inconsistent with a prior act of the Board of Trust, award degrees, alter Bylaws, locate permanent buildings on tax-exempt property held for University purposes, remove or appoint the President of the University or take any action which has been reserved for the Board, unless specifically empowered by the Board of Trust to do so. The Executive Committee shall meet at least six times per year on the call of the Chairman or at least three of the members, or more often if necessary. A majority of the members of the Executive Committee will constitute a quorum for the transaction of business. Minutes of the meetings of the Executive Committee shall be taken and shall be distributed promptly to each member of the Board following each Executive Committee meeting.
9. Other Committees: The Chairman of the Board may create such other special committees as he may from time to time deem necessary.

ARTICLE IV

Time, Place, and Frequency of Meetings

The Board of Trust shall hold two (2) regular meetings annually, fall and spring. The meeting in the spring shall be considered the "Annual Meeting." The date, time, and location of each such meeting shall be established by the Executive Committee.

Notice of all meetings shall be mailed by the Secretary-Treasurer of the Board to each member of the Board upon authorization of either the Chairman or Vice-Chairman of the Board, at least thirty (30) days prior to the date of such meetings.

Special meetings shall be held upon call of the Chairman of the Board, Vice-Chairman, or upon the request of any five (5) members of the Board communicated to the Chairman or Secretary-Treasurer of the Board. Notice of Special meetings shall be mailed by the Secretary-Treasurer of the Board to each member of the Board at least fourteen (14) days prior to the date of the special meetings. The call for a special meeting shall state the nature of the business to be considered.

ARTICLE V

Quorum. A majority of the members of the Board, counting regular and life trustees, shall constitute a quorum for the transaction of business. A majority of any quorum shall have the power to decide any question that may come before any meeting.

ARTICLE VI

The following shall be the order of business at each meeting of the Board, but the rule of order may be suspended and a definite agenda of order of business followed at any time:

1. Roll Call
2. Consideration of minutes of last regular meeting and any special meetings held subsequently and approval or amendment of the same.
3. Election of officers of the Board of Trust--at the annual meeting in the spring.
4. Election of New Trustees.
5. President's Report.
6. Reports of officers and agents.
7. Reports of committees.
8. Unfinished business.
9. New business.
10. Petitions and communications.
11. General remarks
12. Adjournment

ARTICLE VII

Terms of Membership

Members of the Board of Trust shall be elected for three-year terms. Provision shall be made for overlapping terms of membership so that a majority of the Board members are experienced and that continuity, stability, and policy are insured.

ARTICLE VIII

Board of Trust

The Board of Trust is empowered to elect and fill vacancies. Broad representation and varied interests, abilities, and experiences shall be sought, but all Trustees shall be expected to contribute time, energy, expertise, and resources to the University. The number of members of the Board of Trust shall be not less than twenty (20) nor more than forty (40), not including Life Trustees. They are to be nominated by the Membership Committee. Trustees shall be elected by the Board of Trust and may be reelected for additional terms by the Board of Trust. However, no person may be elected a Trustee unless he has attended an orientation program conducted by the membership committee and has accepted the duties and responsibilities of a Trustee, in writing.

ARTICLE IX

Removal of a Trustee from the Board of Trust

Any member of the Board of Trust may be removed from office, for cause, at any meeting of the Board by affirmative vote of two-thirds of the Trustees in attendance.

ARTICLE X

University Officials on the Board

No salaried official of the University shall be a member of the Board of Trust. The President of the University shall be an ex-officio member of the Board.

ARTICLE XI

Life Trustees

The Board shall, at its own discretion, elect as a Life Trustee any member who has reached the age of 65 and who has rendered distinguished service as a Trustee. The tenure of such appointment shall be for life. The wisdom and experience of a Life Trustee, who retains the full rights and privileges of Trustees in all matters relating to the University and its program, will be a source of strength and inspiration to the Board.

Trustee Emeritus

The Board may, at its own discretion, elect as a Trustee Emeritus any member who, having fulfilled the duties and responsibilities as a Trustee or Life Trustee, desires to be relieved of further duties and responsibilities as an active member of the Board but who desires to maintain an interest in the future of the University. The tenure of such an appointment shall be for life. A Trustee Emeritus shall not retain any of the rights or privileges of a Trustee or Life Trustee but shall be included in and recognized at all official functions of the University.

ARTICLE XII

President of the University

1. The President. The President shall be the Chief Executive Officer of the University and shall exercise supervision, direction, and oversight over the affairs of the University at all times. He shall be elected by the Board of Trust for such time and on such terms as the Board deems proper. The President or the Vice-President for Academic Affairs shall preside at all meetings of the faculty. The President shall be the official medium of communication between the faculty and the Board of Trust, and between the students and the Trustees; shall recommend to the Board all appointments and promotions of faculty and employment of other officers and agents of the University; shall be responsible for the discipline of the University; for carrying out all measures officially agreed upon by the faculty concerning matters committed to them by the Trustees; and shall be charged with executing measures concerning the internal affairs and administration of the University as the Board of Trust may direct. The President shall keep the Vice-President for Academic Affairs, deans, officers, and faculty of the University advised of all pertinent actions by the Board of Trust.

2. Budget and Reports. The President shall make bi-annual reports to the Board of Trust of the work and affairs of the University and shall cause an annual budget to be prepared and presented to the Board for its examination and recommendation. He shall from time to time report to the Board of Trust for their consideration such measures as he shall deem necessary or expedient for the welfare of the University. He shall supply the Board of Trust and its committees with any special statements or reports as might be requested by them.

The President shall notify all persons concerned of actions taken by the Board of Trust with respect to appointments, promotions, terms of service, and of any other matters as may be directed by the Board of Trust.

3. Vice-President for Academic Affairs The Vice-President for Academic Affairs shall perform those duties as from time to time may be established by the Board of Trust. He shall report directly to the President of the University.

4. Acting President. In case of a vacancy in the Office of the President or in his absence or inability to serve, the Board of Trust or the Executive Committee may appoint an Acting President of the University.

5. Further Duties. The President shall see that the rules and regulations prescribed by the Board of Trust or its Executive Committee for the governing of the affairs of the University are faithfully observed and shall perform such other duties as shall be required of him by the Board of Trust or its Executive Committee.

ARTICLE XIII

Faculty and Other Officials

The Faculty shall consist of the President, the Vice-President for Academic Affairs, the Deans, Professors, Associate and Assistant Professors, Instructors, and such others as may be

designated or employed by the University as members of the faculty. The faculty shall meet at least quarterly during the academic year.

Members of the faculty shall be elected and employed by the Board of Trust, or its Executive Committee, upon the nomination or recommendation of the President and the Academic Affairs Committee, and said members, when so elected and employed, shall hold their respective positions subject to the terms and conditions of their respective contracts.

The faculty, through the President of the University, shall recommend to the Board of Trust and its Executive Committee candidates for degrees.

The President shall investigate or cause to be investigated all instances of misconduct that are catalogued in the (a) student handbook, (b) the faculty handbook, and (c) other university publications. The President may assign the responsibility for disciplinary action or keep the prerogative to himself.

The faculty and administration shall prescribe for, supervise, and regulate all student publications, musical, dramatic, literary, social, and honorary clubs, and other student activities.

All faculty of the University, before entering upon their duties, shall receive a letter of appointment from the University, which letter shall set out their respective duties, terms of office, amount of salary, and all other terms as may be agreed upon.

ARTICLE XIV

Fiscal Policy

1. **Banking.** The banking authority of the University lies with the President and the Vice President for Finance. All funds are to be immediately deposited in a financial institution having the protection of the FDIC. All checks will be signed by two persons having a university rank of vice president or above.

2. **Loan of University Funds.** No loan of University funds shall be made to any Trustee, officer, employee of the University, or to any other person, firm, organization, or corporation.

3. **Bonds.** The President of the University, the Chief Financial Officer and such other officers as the Board of Trust shall deem necessary, but all persons who handle funds, shall be furnished fidelity bonds, at University expense, in favor of the University for the faithful performance of their duties, in such sum as may be fixed by the Board of Trust or the Executive Committee.

4. **Endowment Funds.** No endowment funds shall be expended or loaned or hypothecated for current expenses but shall be retained and preserved inviolate. Permanent endowment funds will be classified as a permanently restricted net asset. Endowment funds may not be commingled with any other University funds. When classifying endowment funds,

each source of net assets to the fund, including the original principal and any realized or unrealized gains and losses, must be evaluated separately to conform to the donor's wishes. Interest earned on endowment funds, unless otherwise specified by the donor, may be transferred to the University's unrestricted fund in total or in part on the advice and consent of the Investment Committee.

5. Loans to the University. Only the Board of Trust or the Executive Committee shall have the authority to borrow money or mortgage property. Any such indebtedness must be signed by the Chairman of the Board and the Secretary-Treasurer after receiving authority to do so by the Board of Trust or the Executive Committee. The President or the Vice President for Finance may draw upon lines of credit created by the Board without further authorization for each individual draw.

6. Restricted Funds. All restricted funds shall be accounted for separately until expended according to the wishes of the donor. These funds may not be commingled with other University funds. Loans from these funds to the general fund may only take place with the recommendation of the Finance Committee and the approval of the Executive Committee provided that a repayment schedule of part of that approval.

ARTICLE XV

Indemnification

(a) Indemnification. The University shall indemnify each trustee and officer of the University, or any person who may have served at the request of the University's Board of Trust or its Chairman or President as a Trustee, and his/her heirs, executors, and administrators, to the full extent allowed by the laws of the State of Tennessee, both as now in effect and as hereafter adopted. The University may indemnify any employee or agent of the University who is not a Trustee or officer and his/her heirs, executors, and administrators to the same extent as a Trustee or officer, if the Board of Trust determines that to do so is in the best interests of the University.

(b) Non-Exclusivity of Rights. The indemnification provisions of subsection (a) of this Section shall not be exclusive of any other right which any person and his/her heirs, executors, and administrators may have or hereafter acquire under any statute, provision of the Charter, provision of these by-laws, resolution adopted by the Board of Trust, agreement, insurance purchased by the University or otherwise, both as to action in his/her official capacity and as to action in another capacity.

(c) Insurance. The University may maintain insurance, at its expense, to protect itself and any individual who is or was a Trustee, officer, employee or agent of the University, or who, while a Trustee, officer, employee or agent of the University, is or was serving at the request of the University's Board of Trust or its Chairman or President as a Trustee.

ARTICLE XVI

Amendment of the Bylaws

These Bylaws may be amended by a vote of two-thirds of the voting Trustees present at any regular or special meeting called for that purpose. The notice shall comply with the provisions set forth in Article IV, and notice shall include the proposed amendments to the Bylaws

UNIVERSITY ADMINISTRATION

The President of the University has the authority to appoint his or her senior Executive Administrative Team as necessary within the context of fiscal limitation without faculty and/or staff member's or committees' input. Executive Administrative Officers have the responsibility to oversee and manage the operations of the University. Organizational Charts are distributed each January to the Faculty and Staff of Cumberland University and are available in the Office of Human Resources.

The Executive Administrative Officers of Cumberland University are as follows:
A comprehensive job description for the following executive administrators can be obtained through the Office of Human Resources.

- **President of the University**
Chief executive officer and principal administrative official responsible for all operations of the University.
The job description of the President of the University can be found in Article XII of the Cumberland University ByLaws (printed previously in this chapter).
- **Vice President for Academic Affairs**
Chief academic officer and senior administrative official responsible for the direction of the academic programs of the University. Reports to the President and serves as a member of the University Cabinet. Acts on behalf of the President in his absence.
Responsibilities include, but are not limited to:
 1. Responsible for the overall administration and quality of the University Academic Programs, undergraduate and graduate, while ensuring the highest degree of integrity and internal control.
 2. Responsible for visionary leadership in promoting academic excellence in the faculty and academic programs/areas of the University.
- **Vice President for Institutional Advancement**
Chief student affairs and development officer and administrative official responsible for the direction of University Development, Student Services, and Campus Life. Reports to the President and serves as a member of the University Cabinet.
Responsibilities include, but are not limited to:
 1. Responsible for the overall administration and quality of the Institution Advancement systems and operations of the University while ensuring the highest degree of integrity and internal control.
 2. Responsible for the coordination, assessment, and direction of the Institutional Advancement Programs and areas, which includes Student Services, Campus Life, Development, and Public Relations.
- **Vice President for Administration**

Chief administration officer and administrative official responsible for the administration of daily operations of the University, which includes Physical Plant Management, Technology & Telecommunications Systems, and Auxiliary Enterprises. Reports to the President and serves as a member of the University Cabinet.

Responsibilities include, but are not limited to:

1. Responsible for the overall administration and quality of the Administration systems and operations of the University while ensuring the highest degree of integrity and internal control.
2. Responsible for the coordination, assessment, and direction of the University Administration Programs and areas, which include physical plant, campus security, bookstore services, information technology, intercollegiate athletics, continuing education, conference services and summer programs, facilities and property management, auxiliary services, and food services.

- Vice President for Finance

Chief financial officer and administrative official responsible for the direction of fiscal affairs. Reports to the President and serves as a member of the University Cabinet.

Responsibilities include, but are not limited to:

1. Responsible for the overall administration, quality, and enhancement of the financial systems and operations of the University while ensuring the highest degree of integrity and internal control.
2. Responsible for the coordination, assessment, and direction of the University Fiscal Programs and areas, which include University Budget Administration, Financial Analysis and Accounting Services, Accounts Receivable, Accounts Payable, Payroll, Federal Perkins Loan Administration, and Collections.

PRESIDENT'S EXECUTIVE COMMITTEE

ROLE: To serve as staff to the President and act on administrative policy matters.

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| • President of the University, Chair | ex-officio |
| • Executive Vice President/Dean of Undergraduate Studies | appointed by the President |
| • Vice President for Student Affairs/Dean of Students | appointed by the President |
| • Dean of Graduate Studies | appointed by the President |
| • Director of Fiscal Affairs | appointed by the President |

UNIVERSITY STANDING COMMITTEES

The President of the University serves as ex officio member on all Standing Committees.

ACADEMIC COMMITTEE

ROLE: To review all undergraduate curriculum matters and recommend actions to the Vice President for Academic Affairs.

- Faculty Division I Chairperson appointed
- Faculty Division II Chairperson appointed
- Faculty Division III Chairperson appointed
- Faculty Division IV Chairperson appointed
- Faculty Division V Chairperson appointed
- Director of Library Services appointed

GRADUATE COUNCIL

ROLE: To review all graduate curriculum matters and recommend actions to the Vice President for Academic Affairs.

- Faculty Coordinator of MSO appointed
- Faculty Coordinator of MBA appointed
- Faculty Coordinator of MSP appointed
- Faculty Coordinator of MAE appointed
- Faculty Representative of MSO appointed by Faculty Coordinator in consultation with Faculty
- Faculty Representative of MBA appointed by Faculty Coordinator in consultation with Faculty
- Faculty Representative of MSP appointed by Faculty Coordinator in consultation with Faculty
- Faculty Representative of MAE appointed by Faculty Coordinator in consultation with Faculty

ADMISSIONS

ROLE: To review institutional admission policies and plans and make recommendations for change to the President's Cabinet. To review and pass individual exceptions to admissions standards.

- Vice President for Student Affairs/Dean of Students, Chair ex-officio
- Athletic Director ex-officio
- Senior Admissions Recruiter ex-officio
- Faculty Representative, Division I appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division II appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division III appointed by the Division Chair in consultation with Division Faculty

- Faculty Representative, Division IV appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division V appointed by the Division Chair in consultation with Division Faculty
- Admissions Office Management Coordinator appointed

ATHLETIC COMMITTEE

ROLE: To review all institutional athletic policy matters and recommend actions to the President's Cabinet.

- Athletic Director, chair ex-officio
- Vice President for Academic Affairs ex-officio
- Faculty NAIA Representative ex-officio
- Faculty Representative, Division I appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division II appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division III appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division IV appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division V appointed by the Division Chair in consultation with Division Faculty

BENEFITS COMMITTEE

ROLE: To review employee's benefits and recommend actions to the President.

- Director of Human Resources, Chair ex-officio
- Faculty President's Executive Committee appointed
- Faculty Representatives (2) appointed in consultation with the President of Faculty Senate

DISCIPLINE COMMITTEE

ROLE: To hear all student appeals resulting from disciplinary action taken by the Vice President for Institutional Advancement and act on the appeal.

- Vice President for Student Affairs/Dean of Students, Chair ex-officio
- Director of Human Resources/Ombudsman ex-officio

- Faculty Representatives (3) appointed in consultation with the President of Faculty Senate

FINANCIAL AID

ROLE: To review institutional financial aid policies and plans and make recommendations for change to the President's Cabinet

- Vice President of Academic Affairs, Chair ex-officio
- Vice President for Finance ex-officio
- Director of Financial Aid ex-officio
- Senior Admissions Recruiter ex-officio
- Faculty Representative, Division I appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division II appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division III appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division IV appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division V appointed by the Division Chair in consultation with Division Faculty

LIBRARY

ROLE: To review library plans and policies related to library services and make recommendations to the Vice President for Academic Affairs.

- Director of Library Services, Chair ex-officio
- Vice President of Academic Affairs ex-officio
- Director of Information Technology ex-officio
- Faculty Representative, Division I appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division II appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division III appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division IV appointed by the Division Chair in consultation with Division Faculty

- Faculty Representative, Division V appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Graduate Division appointed
- Librarians ex-officio

INSTITUTIONAL RESEARCH & ASSESSMENT

ROLE: To evaluate the effectiveness of the institutional research effort and make recommendations for modifications to practices and/or policy to enhance its use.

- Vice President of Academic Affairs, Chair ex-officio
- Faculty Representatives (2) appointed in consultation with Faculty Senate President
- Staff Representatives (2) appointed in consultation with Faculty Senate President
- Representative, Graduate Studies appointed

RETENTION COMMITTEE

ROLE: To examine institutional policies and practices in relation to student retention and make recommendations to the President's Cabinet.

- Vice President for Student Affairs/Dean of Students ex-officio
- Director of Student Life ex-officio
- Coordinator of Student Activities/Intramurals ex-officio
- Director of Accounting Services ex-officio
- Director of Human Resources/Ombudsman ex-officio
- Athletic Director ex-officio
- Faculty Representative, Division I appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division II appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division III appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division IV appointed by the Division Chair in consultation with Division Faculty
- Faculty Representative, Division V appointed by the Division Chair in consultation with Division Faculty

SAFETY COMMITTEE

ROLE: To evaluate safety on campus and recommend for modifications to practices and/or policy to provide a safe learning, living, and work environment.

- Vice President for Student Affairs/Dean of Students, Chair ex-officio
- Director of Human Resources ex-officio
- Director of Facilities ex-officio
- Faculty Representative, Division I appointed by the Division Chair
in consultation with Division
Faculty
- Faculty Representative, Division II appointed by the Division Chair
in consultation with Division
Faculty
- Faculty Representative, Division III appointed by the Division Chair
in consultation with Division
Faculty
- Faculty Representative, Division IV appointed by the Division Chair
in consultation with Division
Faculty
- Faculty Representative, Division V appointed by the Division Chair
in consultation with Division
Faculty
- Staff Representatives (1) appointed in consultation with
Faculty Senate President
- Student Representatives (2) appointed by the SGA President
in consultation with the Vice
President for Institutional
Advancement

SOCIAL COMMITTEE

ROLE: To create a positive environment for learning and working through social activities.

- Director of Human Resources ex-officio
- Faculty Member, Chair appointed in consultation with
Faculty Senate President
- Staff Members (2) appointed in consultation with
Faculty Senate President

STUDENT AFFAIRS & CAMPUS LIFE

ROLE: To review policy related to student affairs and recommend changes to the President's Cabinet.

- Vice President for Student Affairs/Dean of Students, Chair ex-officio
- Athletic Director ex-officio
- Director of Student Life ex-officio
- Faculty Representatives (2) appointed in consultation with

- Staff Representatives (2)
- Student Resident Representative
- Student Commuter Representative

Faculty Senate President
appointed in consultation with
Faculty Senate President
appointed by the SGA President
in consultation with the Vice
President for Institutional
Advancement
appointed by the SGA President
in consultation with the Vice
President for Institutional
Advancement

FACULTY SENATE

While not a standing committee of the University, the Faculty Senate establishes its own rules and procedures and elects its own officers.

ROLE: The Faculty Senate reviews matters of interest to the faculty and recommends action to the Vice President for Academic Affairs.

All full-time and part-time (not adjunct) are members of the Faculty Senate.