Principles of Effective Governance

This proposed framework for integrated policy decision-making respects the principles for effective governance as outlined by the Faculty Senate ad hoc Governance Committee in their report, Recommendations for Shared Governance at the University of Cincinnati (October 2005, p. 5). The report recommended that governance of the University of Cincinnati should adhere to the following principles:

Legitimate. Governance should be—and should be perceived as being—legitimate. A system of shared governance must meet three conditions to achieve legitimacy: First, faculty in positions to participate in decision-making must gain those positions through legitimate means, generally through election by their peers or through selection based on their expertise or on their representation of important constituencies. Second, faculty and administrators must have the same access to information necessary for informed deliberation. Third, both faculty and administrators’ influence on decision-making must be real; any perception that the real decisions are being scripted beforehand by any participants in the process will undercut legitimacy.

Transparent. Virtually all processes and products of governance should be transparent. The university should frame issues of governance clearly and completely and in a useful and timely manner such that all affected constituencies have the opportunity to be informed and to be heard before decisions are made. Once decisions are made, their rationales should be articulated clearly for a diverse public audience and the group or individuals responsible for the decisions should be clearly identified.

Accountable. Those people responsible for making governance decisions—both faculty and administrators—should be accountable to the university and its constituents. Such accountability should be tailored to fit the identity and purposes of the individual units to which it applies.

Flexible. The structure and processes of governance should be flexible, permitting the university to move nimbly in a rapidly changing environment. Generally, few standing committees should exist; instead, workgroups should convene only as necessary to achieve specific goals and then dissolve.

Inclusive. Those people making decisions should include representatives of the stakeholders affected by the decisions being made. For their inclusion to be meaningful, their roles, rights and responsibilities in decision making should be clearly articulated.

Aligned with Mission. Decision-making should seek to align policies and outcomes with the university’s mission. To do so, those people with the authority to influence decisions must place institutional interests ahead of self-interest and must favor long-term over short-term institutional benefits.
Framework for the Integrated University Policy Decision-Making

"The variety and complexity of tasks performed by institutions of higher education produce an interdependence among constituent elements of the University. Adequate communication is therefore essential, and there must be full opportunity for appropriate joint planning and effort…"

- Article 27.1 Collective Bargaining Agreement between the University of Cincinnati and the American Association of University Professors, University of Cincinnati Chapter

The diagram above presents the flow of university policy decision-making. University policy decisions are first considered by one or more of the all-university governance committees, whose membership includes multiple stakeholders, including (as appropriate) representatives appointed or elected by faculty and student governance bodies. From the all-university governance committees, recommendations flow either to the Academic or Fiscal Coordinating Committee for further consideration. Interface between the two coordinating committees is on-going and expected.

From the coordinating committees, decisions proceed to the Academic Operations Committee and to the Executive Committee, which seeks input and advice from the President’s Budget Advisory Committee. From the Executive Committee, decisions proceed to the President’s Cabinet which includes representatives of administrators, deans, faculty, and students. Policy decisions approved by the President are forwarded to the Board of Trustees.
### 2010-2012
### FACULTY SENATE ROSTER

**CHAIR:** Richard Harknett  
A&S, Political Science, #0375  
556-3314

**VICE-CHAIR:** John Cuppoletti  
COM Mol & Cell Physiol # 0576  
558-3022

**PAST-CHAIR:**  
Marla Hall  
Psychology  
556-3332

**SECRETARY:** Arlene Johnson  
Libraries #0333  
556-1417

**PARLIAMENTARIAN**  
Deborah Page  
RWC- Foreign Language #0086  
745-5679

**EX-OFFICIO:**  
Gregory Williams  
President  
#0063  
556-2201

**BOARD OF TRUSTEES REPRESENTATIVES:**

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**PART-TIME FACULTY**

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**EMERITUS**

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<td>Rose Smith</td>
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<td>Jeannette Taylor</td>
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<td>Michelle Clare</td>
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<td>Frank Wray</td>
<td>Biological Sci., #0086</td>
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<td>2010-12</td>
<td>Stephena Harmony</td>
<td>Library #1096</td>
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Standing Faculty Senate Committees
2010-2011

Academic Affairs
The charge of the committee is to make investigations and recommendations for Faculty Senate action on educational or academic policy or practice.

Present Chair
Adrianne Lane (Nurs)

Members
Julie Gill (RWC), Nelson Horseman (CoM), Beverly Reigle (Nurs), Teresa Roig-Torres (RWC), Noriko Tsuri (A&S)

Budget & Priorities
The charge of the committee is to examine financial matters of the university and recommend to the faculty senate ordering of priorities.

Present Chair
Daniel Langmeyer (A&S)

Members
Jeff Bauer (Cler), P.K. Sen (CoB), Rita Taylor (RWC), Tracey Yap (Nurs), Hazem Said (CEAS), Ana Bamadeva (CAS)

By-Laws & Governance
The governance committee shall be responsible for on-going review of and revisions to the bylaws, clarifying and strengthening the involvement of faculty on university committees, ensuring training for faculty serving on faculty senate and other university committees, monitoring governance policies and practices and recommending new policies and practices to ensure effective involvement of faculty in university decision making. In addition the governance committee shall be available to assist faculty with governance issues occurring within their college or unit.

Present Chair
Tracy Herrmann (RWC)

Members
Judith Feinberg (CoM), Richard Miller (Engr), Joni Torsella (CEAS), James Hart (Law Library), Darice Pacak (RWC)

Human Relations
The charge of the committee is to monitor existing practices and policies and recommend new policies and practices to ensure a supportive environment for women and minority faculty and students.

Present Chair
Ana Vamadeva (CAS)

Members
Jean Anthony (Nurs), Marilyn Bossman (CAS), Theresa Leininger-Miller (DAAP), Afsaneh Ardehali (CEAS), Marilyn Simon (RWC), Grace Thome (A&S)

Information Technology
The charge of the Information Technology Committee is to formulate and express faculty views on information technology issues.

Present Chair
Daniel Milz (CECH)

Members
Karen Davis (ENGR), Brett Harnett (CoM), Hazem Said (CEAS), Frank Wray (RWC), Michael Lieberman (UCIT), Eric Anderson (RWC), Jaime Basham (CECH), Anton Harfmann (DAAP), Nikole Hicks (Nursing), Michelle McKinney (Libraries), Ann Porter (CCM), Thomas Ridgeway (A&S), Anita Todd (Prof. Studies), Robert Rokey (CoB), Ken Hirsh (Law)
Standing Faculty Senate Committees  
2010-2011

Planning
The charge of the Planning Committee is to consider all aspects of planning, both curricular and physical.

Present Chair
Jeff Tilman (DAAP)

Members
Leslie Elrod (RWC), Rose L. Smith (CAHS), Wanda McCarthy (Cler), Laura Nabors (A&S), Marilyn Simon (RWC), Heather Moore (RWC)

Research & Scholarship
The research and scholarship committee shall consider all aspects of research and recommend policies, processes, or procedures designed to enhance the role of research and scholarship in the university. The committee shall make recommendations concerning the development and implementation of problems designed to support and reward research and scholarly activity. In addition, shall examine, review, and make recommendations about proposals initiated by the administration and other parties.

Present Chair
Stephanie Hunter McMahon

Members
Jing-Huie Lee (CoM), Theresa Leinger-Miller (DAAP), Gail Pyne-Geithman (CoM), W. James Ball (CoM), Heidi Kloos (A&S), Leigh Wang (CECH)

Committee on Committees
This committee is to provide to the faculty senate lists of nominees for designation as faculty representative for all university committees when faculty interests are involved or, if so desired by the faculty senate, to make those designations directly. It shall be the committee’s responsibility to select nominees who will reflect the diverse interest and viewpoints of the university faculty.

Present Chair
Dennis O’Neill (A&S)

Members
Per web site
Jean Anthony (Nurs), Jim Ball (CoM), Jim Besier (), Michael Borchers (CoM), Ana Vamadema (CAS), Kimothy Pensyl (CCM) Sooshin Choi (DAAP), Brad Hein (CoPh), Elaine Hollensbe (CoB), Stephen Kowel (CEAS), Daniel Langmeyer (A&S), Wanda McCarthey (RWC), John McNay (RWC), Darrell Miller (), Daniel Milz (CECH), Steve Page (CAHS), Jim Clasper (Engr),
1. **All University Governance Committees**: Working Definition: All-University Governance Committees are those whose activities influence university policy broadly and whose membership includes multiple constituencies, including faculty, administrators, and students (as appropriate). Terms of service, rotation of members, and the inclusion of ex officio members are specified. All-University Governance Committees make recommendations to higher University authorities where final policy decisions are made.
   - Academic Coordinating Committee
   - Athletics Advisory Council
   - Brand Review Committee
   - Capital Advisory Committee
   - Civic Engagement Council
   - Commencement Committee
   - International Affairs Committee
   - Compliance Board
   - Diversity Council
   - Executive Technology Strategy Committee
   - Fiscal Coordinating Committee (FCC)
   - Intellectual Property Committee
   - Just Community Steering Committee
   - President's Advisory Council on Environment and Sustainability (PACES)
   - Standing Committee on Conflicts of Interest
   - Strategic Enrollment Management Policy Council (SEM)
   - Student Code of Conduct Committee
   - University Honors Committee
   - University Naming Committee

2. **Academic Coordinating Committee**
   - Strategic Enrollment Management (SEM)
   - Compliance Board
   - Intellectual Property Committee

3. **Fiscal Coordinating Committee (FCC)**
   - Performance-Based Budget Team
   - Capital Advisory Committee

4. **Academic Operations Committee**

5. **President's Budget Advisory Committee**

6. **Executive Committee**

7. **President's Cabinet**

8. **Council of Deans**

9. **Faculty Senate**

10. **Graduate Student Governance Association**

11. **Student Government**

12. **President**

13. **Board of Trustees**
University Branding Committee  The charge of this committee is to monitor brand compliance; offer branding/design consultation; encourage deeper brand adoption (extend beyond high-profile communication). Make decisions regarding brand policy and rule exceptions. Identify branding opportunities; celebrate/congratulate branding successes. The committee meets once per month and at other various times during the year the committee is asked to respond via email.

Present Chair  Angela Klocke (Director, Creative Services)
Member  Lisa Beckelhimer (A&S)

Environmental Oversight Committee  This Committee is charged with oversight of the University's efforts in removing hazardous and unhealthy conditions from the work environment. Meetings of the committee will be held at least on a quarterly basis. The Committee will establish its meeting times and administrative procedures. (See UC/AAUP Collective Bargaining Agreement, M.4 on p. 139 for additional details.)

Present Chair  Jerry Lingrel (MED)
Member  George Sorial (CEAS), Keith Jones (MED), Nelson Horseman (MED), Jane Christianson (NUR), Mary Justice (RWC)

Facilities & Administrative Distribution Committee  The charge of this committee is to make recommendations on the distribution formula for indirect costs associated with extramural grant support.

Present Chair  Sandra Degan (MED)
Member  Kenneth Clark (MED)

Faculty Development Council  The charge of the Faculty Development Council is to distribute faculty development funds defined under Article 24 and the Memorandum of Understanding (M.5) in the Collective Bargaining agreement between UC and the AAUP.

Present Chair  Wayne Hall
Member  Frank Wray (RWC), Mary Kaye Scaramucci (RWC), Virginia Russell (DAAP),

Integrated Core Learning Committee  The charge of this committee is to provide advice and guidance to the Provost Office (and specifically to the Vice Provost for Assessment & Student Learning) of a range of issues that relate to the University's Integrated Core Learning initiative.

Present Chair  Gigi Escoe (Vice Provost)
Member  Jennifer Pollock (Library), Afsaneh Ardehali (CEAS)
All University Committees

**Intellectual Property Committee**  
The charge of this committee is to provide advice, as requested, to the Vice President for Research, regarding intellectual property including patent and copyright policies.  
**Present Chair** Christy K Holland (MED)  
**Member** Gary E. Dean (MED), Sophia Dziegiełski (SW)

**International Affairs**  
The charge of the committee is to focus on all areas of international affairs. For more information go to [http://www.uc.edu/president/decisionmaking/intl.html](http://www.uc.edu/president/decisionmaking/intl.html)  
**Present Chair** Ron Cushing (Dir. ISSO); Kurt Olausen (Dir. IP)  
**Member** Marilyn Bossman (A&S), Ana Vamadeva (CEAS)

**Rieveschl Award for Creative and/or Scholarly Works**  
The charge of this committee is to select the annual award recipients for the George Rieveschl Award for Creative and/or Scholarly works.  
**Present Chair** Caryl Mayo (RWC)  
**Member** Gil Hageman (CAHS), Barbara Ramusack (A&S), Cynthia Nitz Ris (A&S), Armando Romero (A&S), Flavia M C. Bastos (DAAP)

**University Calendar Committee**  
The University of Cincinnati Calendar and Examinations Committee (C&E) is responsible for developing the university’s annual per-term academic calendar and examination schedule. The calendar created by the C&E Committee becomes official once approved by the UC Board of Trustees. The C&E Committee reports to the Senior Vice President and Provost. The calendar created by the C&E Committee does not apply to the academic activities of the Colleges of Law and the College of Medicine (M.D. programs). Academic calendars governing the College of Law and the College of Medicine are developed independently by those units.  
**Present Chair** Doug Burgess (Registrar)  
**Member** Jeff Tilman (DAAP)

**University Graduate Council**  
The University Graduate Council is to consider matters pertaining to the policy of the graduate school and presents recommendations to the graduate faculty. The Council, through the Dean of the Graduate School, enforces the rules and regulations of the graduate faculty. It proposes and considers measures and policies for the improvement of graduate education. It assists the Dean of the Graduate School, as needed, with issues of discipline and in deciding on petitions of the students and staff. It evaluates new graduate programs and recommends to the graduate faculty their approval or disapproval. Members of the Council are responsible for keeping the groups they represent informed of the policies considered and business transacted by the Council.  
**Present Chair** Neville Pinto (Dean Graduate School)  
**Member** Patricia Kucker (DAAP), Wei Pan (CECH)
All University Committees

**University Library Committee**

The University Library Committee shall advise and assist the Dean and University Librarian in the establishment of library policies, acquisitions, services, and facilities as they affect the library user. All faculty are eligible to serve on this committee except for those from Clermont College, the College of Law, and Raymond Walters College. Those libraries report to their respective deans and have their own separate library committees.

**Present Chair** Stephanie King  
**Member** Alli Hammond (A&S), Margaret Reed (CoB), Monaj Sharma (CECH) Anthony P Ficarra (MED), Pam Greenstone (ALH), Denise Gill Roflow (Nurs), Michele Griegel McCord (A&S)

**University Research Council**

**Arts & Humanities**

This committee is to advise the vice president for research on funding decisions made for several university programs that sponsor faculty and student scholarship and creative activities in the area of arts and humanities.

**Present Chair** Robert Ziersolf (CCM)  
**Member** Lawrence Jost (A&S), Jana Braziel (A&S), Aarati Kanekar (DAAP)

**University Research Council**

**Physical Science & Engineering**

This committee is to advise the vice president for research on funding decisions made for several university programs that sponsor faculty and student scholarship and creative activities in the area of Physical Sciences & Engineering.

**Present Chair** David Smithrud (A&S)  
**Member** Ron Millard (MED), Kevin Li (Pharm)
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<td>Jan 31 (Mon)</td>
<td>Feb 3</td>
<td>Feb 10</td>
</tr>
<tr>
<td>Feb 28 (Mon)</td>
<td>Mar 3</td>
<td>Mar 10</td>
</tr>
<tr>
<td>April 4 (Mon)</td>
<td>April 7</td>
<td>April 14</td>
</tr>
<tr>
<td>May 2 (Mon)</td>
<td>May 5</td>
<td>May 12</td>
</tr>
<tr>
<td>May 31 (TUES)*</td>
<td>June 2</td>
<td>June 9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reporting Deadline</th>
<th>Senate cabinet</th>
<th>All University Faculty meet</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2 (Mon)</td>
<td>May 5</td>
<td>May 18 Wed (*tentative)</td>
</tr>
</tbody>
</table>

Our goal is to create an information flow from Standing Senate Committees and All-University Committees that allows for wide dissemination, reflection and prioritization prior to meetings and deliberation and action during meetings. Thus, implementing Senate Resolutions related to reporting the following schedule has been adopted.

The Governance Reporting template is due via email no later than Noon on each of the noted reporting deadline to be considered for placement on the nearest Faculty Senate or All-University Faculty meetings.

If substantive developments occur between the period in which the report is submitted and the holding of the Faculty Senate or All-University meeting, those reporting should communicate with the Faculty Chair, so that updated information might be disseminated.

Senators and faculty recognized by the Chair may introduce items not reported by deadline and not specified as a meeting agenda item, under New Business during Senate and All-University Faculty meetings.