

II. GOVERNANCE OF THE COLLEGE

A. SUMMARY OF POLICY-MAKING STRUCTURE

Ultimate management and control of Centre College rests with a self-perpetuating Board of Trustees which elects the President of the College to serve as its executive officer and as the chief executive officer of the College. The President "shall have all authority necessary to conduct the programs of the College, except that which may be expressly withheld by the Board" (Appendix A: *By-Laws of Centre College of Kentucky*, Article III.2). The President reports to the Board of Trustees and is responsible for submitting to it "a comprehensive annual budget for the operation of the College." Once this budget has been approved by the Board, the President "shall be authorized to conduct the affairs of the College in accordance therewith and to conduct any transactions embodied therein." (*By-Laws*, Article VIII.1)

The Faculty of the College--which consists of all full-time employees of the College with faculty rank--has been delegated by the Board exclusive responsibility for recommending candidates for graduation to the President and the Board of Trustees. The Faculty shall oversee and recommend to the Dean of the College policies governing the selection, retention, promotion, and professional growth of members of the faculty. The Faculty has been delegated the "primary responsibility and authority, subject to the general governing authority of the Board of Trustees, to establish policy and adopt regulations governing matters of curriculum, academic standards, methods of instruction, examinations, research, and requirements for graduation." (*Faculty Handbook*, II.D.)

The College Council--which consists of 15 members of the Faculty, elected by the Faculty; eight students, elected by the Student Government Association; and eight members of the staff, elected by the Staff Congress; the President of the College, the Dean of the College, the Dean of Students, the Dean of Admission, the Vice President for Finance and Treasurer, the Athletic Director, the President of the Faculty, the President and Speaker of the House of the Student Government Association, the two Co-Presidents of the Staff Congress and the chairs of standing committees of the Council serve as *ex officio* voting members --has been delegated the "primary responsibility and authority subject to the general governing authority of the Board of Trustees, to establish policy and adopt regulations governing matters of calendar, the development of instructional facilities, and those aspects of student affairs which relate to the educational process, including admissions, counseling, and the athletic program, but not excluding other aspects of student affairs not here specifically enumerated which relate to the educational process." (*Faculty Handbook*, II.E.)

NOTE: The By-Laws of the Faculty and the Council are included in PART VII: APPENDICES, Sections A and B.

B. THE BOARD OF TRUSTEES

The Board of Trustees of Centre College holds the final legal and fiscal responsibility for the institution. It is comprised of no less than twenty nor more than 36 members, serving staggered six-year terms. The Trustees are divided into six classes of not more than six trustees each, with the term of one class expiring each year.

Successors to the vacancies thus created are elected annually by the Board of Trustees.

The Board of Trustees exercises general oversight and control of all affairs of the College. It generally concerns itself with major matters of policy, including but not limited to College finances and fund-raising; academic and non-academic programs; physical facilities; election of the officers of administration; ratification of appointments to the faculty; promoting and granting tenure to members of the faculty; and the awarding of academic and honorary degrees.

Board meetings include four non-voting participants: the President of the College (an *ex officio* member of the Board), the Alumni Association President, the Student Government Association President, and the President of the Faculty. There are seven standing committees of the Board: Committee on Academic Affairs; Committee on Administrative Services; Committee on Development and Public Affairs; Committee on Finance; Committee on Investments; Committee on Nominations and Honorary Degrees; Committee on Student Life and Enrollment Management; and Committee on Planning. Committees may meet as often as once a month, or as infrequently as twice a year.

The Board of Trustees is required by the by-laws of the College to meet at least three times each year, and at least one of these meetings must be on the campus of the College. The Board generally meets in October, January, and April.

The President of the Faculty, the President of the Alumni Association, and the President of the Student Government Association shall be invited to attend all meetings of the Trustees (except executive sessions), with the privileges of the floor but without the privilege of voting.

The President of the Faculty shall be invited to attend meetings of the Academic Affairs Committee of the Board, but without privilege of voting. The President of the Alumni Board shall be invited to attend meetings of the Development and Public Affairs Committee of the Board, but without privilege of voting. The President of the Student Government Association shall be invited to attend meetings of the Student Life and Enrollment Management Committee of the Board, without privilege of voting. The President of the Faculty and the President of the Student Government Association shall be invited to attend meetings of the Board Committee on Planning, without privilege of voting.

C. THE ADMINISTRATION

1. President

The Board of Trustees vests the executive responsibility for management of the College in the President, who has the authority to execute contracts and other agreements with the approval of the Board. In serving as the College's chief administrative and educational officer, the President is responsible for the management of the College's programs in all administrative and academic areas. The President serves as chair of the College Council and supervises directly the work of the four vice presidents.

2. Vice President for Academic Affairs and Dean of the College

He or she is the College's chief academic officer. Working under the appropriate policies and with relevant Council and Faculty committees, the President, the Associate Dean, the division chairs, and other staff members, he or she has administrative responsibility for the College's curriculum and academic program.

3. Associate Dean of the College

He or she assists the Dean of the College in administering all matters concerning the academic program of the College, including faculty and course evaluation, scheduling, and calendar issues.

4. Vice President and Dean of Student Life

The Vice President and Dean of Student Life has general administrative responsibilities in all areas pertaining to student life, including housing, health services, safety and security, and student conduct.

5. Vice President for College Relations

He or she is the primary liaison between Centre College and its key non-academic constituencies, including alumni, parents, friends, media, and the surrounding community. Direction of admission activities, fund-raising initiatives, the Norton Center, and strategic planning are major responsibilities of this office.

6. Vice President for Finance and Treasurer

He or she is responsible for the administration of the general and other College funds, receipts and expenditures, and the preparation of a comprehensive annual operating budget and all necessary annual and periodic financial reports. Oversight of facilities management, facility renovations, food service, and the business operations of the College reside in this office.

7. Director of Human Resources and Administrative Services

He or she is responsible for the oversight of functions that provide administrative services to the College including human resources, equal opportunity compliance, property management, the campus post office, vending services, the campus bookstore, voice communications, and campus summer programs.

8. Dean of Admission & Student Financial Planning

The Dean of Admission and Student Financial Planning is responsible for the oversight, management and programmatic planning of the College's efforts in these areas. He or she reports to the President and supervises professional and support staff and numerous student workers and volunteers. He or she is the staff liaison with the College's Enrollment Management Committee and its Admission Committee and is often involved with other aspects of College life such as leading the College's integrated marketing efforts.

9. Division Chairs

The instructional program of the College is organized into three academic divisions--Humanities, Social Studies, and Science and Mathematics--each chaired by a member of the faculty under the general oversight of the Dean of the College. Division chairs are appointed by the President on recommendation of the Dean and serve a three-year renewable term. During their tenure of office, division chairs are granted a reduction in their normal teaching load. In recognition of their additional responsibilities, especially during the summer months, they also receive an increase in their salaries for the duration of their terms.

Division chairs administer the instructional budgets of their divisions. They approve all divisional expenditures for equipment, supplies, instructional materials, audio and video materials, and purchases for the library, as well as expenditures for special programs within their divisions. They work with the external affairs office of the College to prepare grant proposals and to solicit funds from external agencies to help meet the equipment needs of the division and to enhance its academic programs. They also encourage the faculty in their divisions to keep the external affairs office informed of their professional activities, and they help publicize achievements of faculty members in their divisions.

Division chairs are responsible for general oversight of the faculty within their divisions. They are *ex officio* members of all search committees formed to hire instructors within their divisions. Together with the Dean of the College and the Associate Dean, they annually evaluate the performance of each member of the faculty within their divisions and make recommendations to the Committee on Tenure and Reappointment concerning tenure and promotion.

Division chairs are responsible for general oversight of the academic programs of their division. They coordinate the scheduling of courses and the assignment of members of the faculty to teach them. Along with the Associate Dean, they approve students' requests for independent study courses. They oversee the curricular development of their divisions and serve as *ex officio* members of the Curriculum Committee of the Faculty.

Division chairs serve as the liaison between the division and the administration of the College, and they advise the President, the Dean, and the Associate Dean. They are frequently consulted by the administration concerning the assignment of members of the division to committees of the Faculty and of the College Council, and the appointment of program chairs within their divisions. They are responsible for projecting and assessing the needs and interests of their divisions and for representing these to the College administration.

The division chairs represent the division and the College to outside agencies in matters relating to the academic interests of their divisions. They attempt to promote the academic interests of their divisions in the scheduling of lectures, concerts, plays, exhibits, and performances at the College and are responsible for integrating these into the course offerings within their divisions.

10. Program Chairs

Each academic program of the College is under the supervision of a program chair who reports to the appropriate division chair. Program chairs are responsible for scheduling courses within their program and for insuring that the program's course offerings adequately meet the needs of students. They recommend to the registrar appropriate classrooms and time blocks for courses within their programs.

Program chairs serve as the liaison between the program and the administration. They represent the program in divisional meetings when policy matters are determined and when divisional funds for equipment or for library purchases are allocated. They are responsible for monitoring the equipment and staffing needs of the program and for representing these to the administration. Program chairs generally serve on search committees formed to hire instructors within their program.

All proposals for curricular change within their program are reported by the program chairs through their respective division chair to the Curriculum Committee. Program chairs inform the Dean of the College of the names of elected majors to serve on their program committee. In general, programs will meet with majors soon after sophomore declaration in spring term to discuss selection procedures for naming students to program committees. Programs will normally have two student members, but in some circumstances may have one. In consultation with their faculty, program chairs are responsible for producing the annual program report each spring. The office of program chair customarily rotates among the members of the program.

D. THE FACULTY

The Faculty shall have exclusive responsibility for recommending candidates for graduation to the President of the College and the Board of Trustees and shall oversee and recommend to the Dean of the College policies governing the selection, retention, promotion, and professional growth of members of the faculty. The Faculty shall have the primary responsibility and authority, subject to the general governing authority of the President of the College and the Board of Trustees, to establish policy and adopt regulations governing matters of curriculum and academic standards, methods of instruction, examinations, research, and requirements for graduation.

E. THE COLLEGE COUNCIL

The Council shall have primary responsibility and authority, subject to the general governing authority of the President of the College and the Board of Trustees, to establish policy and adopt regulations on matters of concern to the College community as a whole.