

**Day 10: Did you know how CMU's governance and administrative structures enable the institution to fulfill its mission?**

**[HLC Criterion 5.B.1] Governing board is knowledgeable, provides oversight for financial and academic policies and practices, and meets responsibilities. AND**

**[5.B.2] Policies and procedures engage internal constituencies in governance.**

While coordination of higher education occurs at the State level through the Colorado Commission on Higher Education (CCHE), the CMU Board of Trustees has been granted full authority and responsibility for the control and governance of CMU. As specified in [C.R.S. 23-53-101](#), the CMU Board of Trustees has full authority and responsibility for the control and governance of CMU, including finance, resources, academic programs, curriculum, personnel policies, admissions, and role and mission. As outlined in [C.R.S. 23-53-104](#) and the CMU [Board of Trustee's Policy Manual](#), "the Board shall have authority for and control of the assets and resources of CMU and shall ensure that the activities of the University are performed in an exemplary manner."

The Board has established policies designed to enable the Trustees to perform their statutory responsibilities in a rational and systematic manner. Its [policies](#) are structured to "provide substantial administrative authority, to guarantee a minimum of external involvement in the affairs of the University, to encourage the development of the distinctive role of the University, and to support the University in its efforts to maintain and enhance academic excellence." Thus, the Trustees expect the University's operations to be effective, efficient, and accountable as measured by indicators such as enrollments, financial performance, compliance, audits, external assessments by credit-rating agencies, federal reporting compliance, satisfaction surveys, and the accreditation and external review of academic programs.

Appointed by the Governor and confirmed by the State Senate, the CMU Board of Trustees includes eleven voting Trustees who serve staggered four-year terms. [Trustees](#) bring a diverse mix of experiences and skill sets to Board deliberations. They also exhibit diversity with respect to race/ethnicity, gender, and geographical representation from across the State. Some Board members bring an understanding of academia, while others bring significant expertise in finance or legal matters or a background in policy-making and fundraising. The Board also includes a Faculty Trustee who serves a two-year term, while the Student Trustee serves for one year. These two non-voting members bring additional perspective to all Board discussions. Newly appointed Trustees receive an [orientation](#) on the University's academic programming, finances, and supporting services.

While the Board has the ultimate authority for approving curriculum, the faculty plays the primary role in proposing curriculum programming and policies for Trustee consideration. As stated in its [Policy Manual](#) and the [Faculty Senate's Curriculum Committees Policies and Procedures Manual](#), the faculty have a clearly defined set of responsibilities that include recommendations on [academic policies](#), [program proposals and course additions or deletions](#), and [assessment of student learning](#).

Under the leadership of the President, the [administration of CMU](#) includes a provost, seven vice presidents, one director, and two co-directors that report directly to the President. The President communicates regularly with and encourages input from a variety of internal and external stakeholders and meets with the faculty and staff at least once a semester to share information about the state of the University and respond to questions of interest from faculty and staff. The President also holds a weekly office hour to encourage faculty, staff, and students to candidly discuss any campus concerns. He meets bi-weekly with representatives of the Associated Student Government (ASG), along with other student groups throughout the semester.

The Vice President for Academic Affairs meets regularly with [representatives of academic units](#) in Academic Council. The sessions provide a forum for discussing academic policies and procedures, special projects, campus-wide initiatives and for input from and dissemination to these internal groups. The Academic Department Heads are an important component in the shared governance with faculty as they are a direct link to the University's administration.

The [Trustees Policy Manual](#) states that "Faculty input is a vital component of informed decision-making at Colorado Mesa University" and the primary mechanism by which faculty members participate in governance is through the Faculty Senate. The Senate is composed of [representatives from each academic department](#), and all full-time tenured or tenure-track faculty members are eligible to serve. The Senate also includes an *ex officio* representative from the library and a non-voting representative from the Associated Student Government. A key function of the Faculty Senate is to serve as a liaison between the wider faculty body and the central administration on matters of policy and procedure. The Faculty Trustee gives a report to the Board at each of its meetings and provides the Faculty Senate with meeting information as it relates to their interests and obligations to the institution.

[Faculty Senate Standing Committees](#) meet separately to consider and develop policy on issues pertinent to the committee's charge and report back to the Senate as appropriate. The Senate also organizes a variety of *ad hoc* committees that focus on campus issues as they arise. Standing committees are staffed by faculty members from across the CMU community to ensure broad participation by faculty in the governance process.

Additionally, the Faculty Senate appoints faculty representatives to serve on other campus-wide administrative committees, such as the Professional Personnel Employee Handbook Review Committee. Approximately 84% of Fall 2016 tenured and tenure-track faculty members have [participated in the shared governance](#) of the institution, by serving either on Faculty Senate or one of its standing committees, demonstrating the successful engagement of this critical internal constituency. This number does not include the many faculty members who serve on department committees or those participating on *ad hoc* committees and working groups.

CMU recognizes students as important stakeholders in governance, and they are represented in several ways. As called for in [C.R.S. 23-53-102\(3\)](#), the student body at large elects one of its

eligible members to be a Student Trustee representative. The Student Trustee serves as one voice of the students to the Board, having speaking (but not voting) privileges at meetings. In this way, the Board remains informed about the position of students on a variety of issues. CMU also ensures that students are well represented in discussions on one of the most important student issues: tuition and fees. While the Board makes the final decisions about student fees, the University President consults with the Student Trustee and representatives of the Associated Student Government (ASG) on the amount and allocation of such fees prior to submitting them to the Board for action.

Another form of representation open to students is the [Associated Student Government](#) (ASG). Along with the Student Trustee, the ASG President prepares routine reports for the Board of Trustees. The objectives of the ASG include maintaining a representative student government, promoting the educational experience and opportunities of the student body and working to expand student participation and involvement on campus. It also coordinates activities, communication, and services of general benefit to students and oversees the activities related to student fee assessment and allocation. The ASG is comprised of 26 elected senators and meets weekly while school is in session. Meetings are open to the public unless legal and/or personnel matters are discussed. The ASG also oversees the Student Supreme Court, the organization charged with arbitrating grievances related to student clubs and organizations.

The ASG communicates with the general student body in a variety of ways. First, ASG meetings are open to the public, including the student body. Second, ASG executive members often report on issues and actions in the student newspaper. The ASG president also delivers an annual [State of the Student Address](#) during the spring semester.

**To learn more,** log into MAVzone and click on the document link found in the CMU Assurance Argument for HLC channel (top left on the Home tab) for the full text of CMU's Assurance Argument. Links to supporting evidence are identified by underlined words but are not available through the PDF version.

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