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THE UNDERGRADUATE COLLEGE
CONSTITUTION

(Preamble and 8 Articles on 13 pages, as of 04/30/18)

Mission Statement of the Undergraduate College

The Undergraduate College (UGC) at National Louis University seeks to provide a rigorous, technology-enhanced, affordable college education in a supportive environment that respects diversity, in order to help all students meet and surpass their personal, academic, and career goals.

Preamble

This Constitution’s purpose is to establish a shared governance structure to promote collaboration in achieving the mission and goals of the UGC by doing the following:

A. Promoting a productive and intellectual community that inspires and facilitates student success in a student-centered environment, faculty/coach/advisor representation and voice through shared governance, and administrative collaboration.

B. Ensuring the monitoring of academic outcomes and support of ongoing and data-informed curriculum development, improvement, and adaptation as a valued practice for faculty.

C. Advancing a culture where data-driven instruction and student-centered instructional strategies for continuous improvement of student outcomes are at the forefront of innovative teaching and learning practice.

D. Facilitating alignment of academic and non-academic support services as well as using relevant student outcomes to continuously inform and improve interventions and wraparound support services.

E. Ensuring that student appeals and hearings are treated in an appropriate, fair, equitable, and timely manner through formal due diligence processes in line with university policy.

F. Providing a timely forum for review, full discussion, and resolution of problems and concerns pertinent to the welfare and function of faculty and the UGC.

Core Values

The core values of the UGC shall be the following:

A. Be Student-Focused: The UGC makes decisions based on what is best for students with the belief that when all students have access to resources and support, they are empowered to achieve success.
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B. **Expect Excellence:** The UGC holds high expectations for our students and for the adults who serve them, and we hold ourselves accountable for achieving excellence.

C. **Provide Personalized Support:** The UGC takes a holistic approach to providing individualized support that encourages students to realize their full potential in college and beyond.

D. **Uphold a Data-Driven, Collaborative Environment:** The UGC works together as a unified team, utilizing real-time data and technology to adapt to student needs.

E. **Drive Continuous Improvement and Innovation:** The UGC remains agile and open to changes and new ideas – incorporating data as well as student, faculty, and administration voice – to ensure that we are continuously learning, improving, and innovating in all aspects of the student experience.

**Core Practices**

The UGC, as the agency of governance, shall carry forward the UGC’s Core Values with a set of Core Practices, namely:

A. **Student-Centered Instruction**

   **Objectives:**
   - Plan and deliver instructional practices that are responsive to ongoing student performance and real-time data;
   - Continuously reflect and improve upon instructional model for student success.

   **Implementation:**
   - Individual review of student data prior to each class to inform instructional practice.
   - Instructional team meetings at least three times per term for faculty teaching in common content areas to review instructional strategies and student feedback, and drive peer learning and collaboration.

B. **Instructional Team Meetings**

   **Objectives:**
   - Enable ongoing data-driven instruction and collaboration around teaching strategies;
   - Capture real-time feedback on curriculum to inform future course revisions.

   **Implementation:**
   - Faculty teaching in common courses/content areas discuss and act on course-level and content area-level data and instructional strategies at least three times per term (same as meetings noted in Student-Centered Instruction).
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C. Student Success Collaboration (SSC) Meetings

Objective:
- Provide visibility into student-level issues and drive real-time personalized intervention to support student success.

Implementation:
- Faculty and Success Coaches/Advisors discuss and act on student-level data at least three times per quarter.

D. Collaborative Classroom Observations

Objective:
- Peer-engaged formative classroom observation to support continuous improvement in instruction (non-evaluative).

Implementation:
- All full-time faculty conduct non-evaluative classroom observation of other UGC faculty at least twice per term.

E. College-Wide Reflection, Continuous Improvement, and Innovation

Objectives:
- Surface college- and department-level insights to inform college- and department-wide actions to support student success;
- Drive rapid cycles of continuous improvement and innovation;
- Continuously seek opportunities for increased efficiency in academic and student support model.

Implementation:
- Administration, Faculty, and Success Coaches/Advisors discuss and act on college-level data and student feedback at least once per year, including annual review of academic majors.

F. Holistic Student Support Planning

Objectives:
- Inform programming for non-cognitive and career readiness skills development;
- Inform co-curricular and wraparound support service planning and implementation.

Implementation:
- UGC Faculty and Coaches/Advisors meet with Student Experience and Career Services at least twice per year to advise on the student programming they offer.
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G. Curriculum aligned to nationally recognized undergraduate standards

Objectives:
- Ensure standards and outcomes are scaffolded and met across curriculum through graduation, aligned with nationally recognized standards.

Implementation:
- Faculty and Department chairs meet at least twice per year to ensure alignment of academic outcomes across the curriculum.

Article I – The Undergraduate College

Section A: Source of Jurisdiction

1. The powers of the UGC are delegated by the President of National Louis University as the chief executive officer of the University under the authority granted by the Board of Trustees. This delegation of powers is through the Faculty Association Constitution. The UGC, through its governance structure, retains the powers to:

   a. Investigate all matters within its areas of jurisdiction;
   b. Make policies regarding matters within its areas of jurisdiction; and
   c. Enforce those policies formulated through and according to the articles and amendments of this constitution.
   d. Advise the Dean of UGC on matters of general interest to UGC faculty/coaches/advisors and students.

Section B: Jurisdiction of UGC Faculty

1. The Undergraduate College faculty, in collaboration with UGC administration and staff, shall have administrative and academic authority over all matters pertaining to:

   a. Its meetings and committees;
   b. Its admission requirements and academic outcomes; curriculum design, development and adaptation;
   c. Instruction and its best practice;
   d. Examinations and other relevant measures of student preparedness;
   e. Grading and completion of curriculum;
   f. Granting of authorized degrees;
   g. Institutes or schools created by the UGC and UGC Faculty associated with them;
   h. Alignment of academic and non-academic support services on behalf of students for career readiness and skill development.

2. In addition, the UGC faculty shall
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a. Explore the prospects of innovative teaching techniques;
b. Monitor academic outcomes with curriculum informed and developed by responsible data;
c. Assist in review of, and recommend changes to, where feasible and as needed, the implementation of the institutional model;
d. Ensure appropriate environment that supports effective teaching and improves intervention, as determined by the UGC’s student success teams and team leadership;
e. Adopt, adapt, and adjust the UGC’s institutional model, as needed, to the best teaching practices within the UGC, as determined by UGC’s student success teams and team leadership, and,
f. In conjunction with the UGC Dean’s office, administer the academic majors of the Undergraduate College.

Section C: Regulation of Jurisdiction

1. The UGC shall establish of its jurisdiction by this Constitution. All the actions taken in the name of the Undergraduate College shall be governed by this Constitution.
2. Jurisdiction of policies pertaining to faculty representation, promotion, salaries, leaves of absence, and faculty welfare is specifically reserved to the Faculty Association and its Senate as granted by the President of the University. The UGC faculty, where its members are duly represented by the Faculty Association, shall reserve the right to submit written recommendations regarding these matters to the Faculty Association, the Faculty Senate and the President of the University.

Section D: Affirmation of Commitment

1. The UGC faculty/coaches/advisors shall commit to establishing and maintaining an up-to-date constitution.
2. The Co-Chairs of the College shall be responsible for the annual dissemination of the current constitution to the faculty.
3. The UGC affirms its commitment to democratic forms of decision-making and due process, viz., to the full airing, consideration, representation, and counting of all faculty voices.
4. UGC members who believe a specific action or structure does not abide by this commitment can invoke this clause in a motion to reconsider. Such a motion shall be approved with affirmative vote of a majority of those present.

Article II – Membership in the Undergraduate College

Section A: Academic Personnel

The voting membership of the UGC shall consist of the following:

a. Full-time appointment upon hire as full-time UGC faculty member.
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b. Assignment to at least one-third time teaching, as defined by the UGC, or its equivalent.
c. Success Coaches and Advisors who are dedicated to serving UGC students.

Section B: Administrative Personnel

Administrators are included in the UGC faculty according to the following criteria:

a. The Dean of the UGC and other administrators of academic programs and student support functions reporting directly to the Dean of the UGC shall be ex officio (i.e., non-voting) members of the UGC governance.
b. Full-time academic or academic support administrators with prior faculty rank (as in NLU’s other colleges by University policy), who previously earned faculty rank as determined by the Institutional Promotion and Tenure Committee or as appointed by the President, shall be non-voting members of the UGC faculty.

Section C: Membership Roster and Invited Guests

a. The UGC Dean or designee shall distribute annually a membership roster to all members of the UGC governance and to the Chair of the Faculty Senate in the fall. Membership for faculty/coaches/advisors and administrators is continuous unless and until a change in status occurs at the University, as determined consistent by the UGC with other institutions.
b. Officers of the UGC governance may invite other personnel and students to attend and to take part, but not vote, in the deliberation of the meetings.

Article III – Officers and Their Duties

Section A: UCG Officers and Their Duties

1. The Undergraduate College shall have Co-Chairs, who serve a staggered two-year term, as college officers. The UGC Co-Chairs shall include one UGC faculty member and one Coach/Advisor.

a. UGC officers shall gather input on current faculty/coach/advisor and administration issues for discussion in UGC faculty meetings.
b. UGC officers shall collaborate with the UGC Dean to create the UGC agenda, work with the Dean to lead discussion during meetings, and ensure follow-up on action items from meetings.
c. UGC officers shall gather input on ongoing recommendations for changes to the UGC Constitution.
d. UGC officers shall certify that all UGC elected representatives meet criteria as prescribed by this Constitution as well as the Faculty Association Constitution.
e. UGC officers shall convene all UGC members twice per academic term, excluding summer, to capture the voice of faculty, coaches, and advisors, and, to inform members on NLU developments.
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f. UGC officers shall follow up regularly to ensure relevant information sharing between administration and faculty (e.g., updated UGC faculty membership list every term).
g. A designated UGC administrative assistant shall record and distribute the minutes of each meeting in a timely fashion, ensure a permanent record is kept of action taken at all meetings of the UGC governance, and be custodian of all related records, including written policies of the UGC governance, correspondence, etc.
h. The Co-Chair(s) shall assist with the transition to a new academic year and provide advice and counsel during the academic year to new and subsequent Co-Chairs.

Section B: UGC Administrative Cabinet and Its Duties

1. The UGC Dean, Associate Deans, Department Chairs, College Co-Chairs, Senators, and Coaching and Advising Directors shall serve as the UGC Administrative Cabinet.

   a. The Cabinet shall act solely in an advisory role to the Dean on matters of policy and administration, namely, matters of college-wide interest pertaining to instruction, student support, personnel, resources, and facility allocation, and, matters initiated by any party, and, surface agenda items raised by faculty, coaches/advisors, or Dean/Associate Deans.

   b. The UGC Dean shall convene the Cabinet at least every other month, or as needed per request by the UGC Dean or two (2) or more Cabinet members.

Article IV – Elections

1. The Administrative Cabinet shall initiate the annual process by mid-March for selecting new Co-Chairs for the UGC. The process shall include the formation of a nominating committee comprised of the most recent past Co-Chairs, the two (2) UGC Senators, and two (2) full-time UGC faculty/coaches/advisors who are not current UGC officers.

2. Within the UGC, the nominating committee shall solicit nominees for Co-Chairs and all open college and Senate committee positions, certify that all nominees meet criteria as prescribed by this Constitution as well as the Constitution of the Faculty Association, pursue qualified nominees, prepare and distribute a digital ballot for college-wide release, tally, conduct college-wide elections in an expeditious and fair manner, and disseminate the results in a timely manner.

3. The Co-Chair(s) and all college and Senate committee members shall be elected by ballot and by a simple majority vote before the end of the last regularly scheduled meeting of the UGC each academic year.

4. All UGC officers shall take office at the last spring meeting and shall serve for 1-2 academic years (which may vary by role/committee, per officer/committee stipulations).

5. If an election cannot be completed by the end of the last regularly scheduled meeting, the current UGC Co-Chair(s) shall conduct the remaining elections by electronic means.

6. If the Co-Chair(s) are not affirmed by regular ballot, a subsequent election shall be held immediately to elect Co-Chairs. With the exception of the nominating committee, any voting member of the UGC may be eligible for nomination as Co-Chair(s).

7. If for any reason the Co-Chair(s) of UGC shall not be able to serve out the term of office, or, if
Article V – Committees

Section A – General Functions and Limitations

1. In carrying out the functions herein specified, each committee shall have all the powers, authority, and responsibilities held by UGC. Each committee shall elect its own Chair and Chair-Elect during its last meeting of the academic year and shall function for the subsequent academic year. Committees may adopt and follow rules and policies as they find useful, necessary, and in accordance with this Constitution, subject only to the following provisions:

a. The UGC shall be informed of committee actions by the submission of reports to the designated UGC administrative assistant who in turn shall distribute copies to the UGC and to the deans of each college, and by publication in writing of any policies adopted, which will then become effective 30 days after publication, subject to review procedures prescribed herein.

b. The UGC may by majority vote at any regular meeting request a review of any action taken, policy adopted, or decision made by any committee and may, based on such review, call for the action or policy to return to the committee for reconsideration.

c. A petition signed by one-fourth the members of the UGC shall call for review of any action, policy, or decision of any committee. A majority vote of the UGC at its regular or special meeting shall decide the final disposition of any review.

D. The Dean of UGC or designated representatives shall be ex officio, i.e., non-voting members, of all committees and of scheduled meetings.

e. According to democratic procedures established, the UGC shall select members for any committees unless otherwise indicated in this Constitution.

i. Term of office (for one non-consecutive term at a time) shall be for one-to-two
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years, depending on whether a member serves as chair on a committee.

ii. Full-time faculty members of the standing committees shall be UGC faculty whose appointments are in the UGC. Participating Coaches and Advisors shall be dedicated to working with undergraduate students.

iii. The Co-Chairs of the College to the UGC faculty/coaches/advisors, the Dean’s office, the Chair of Faculty Senate, and the Provost’s office shall distribute a list of committee membership, including designated chairs and each representative's term of service, during the fall term.

iv. No member of a committee may have more than one vote.

v. Members listed as advisory, liaison, ex officio, Dean or Dean’s designee are non-voting members whose primary roles are advisory and communication.

vi. Each committee shall distribute to the members the agenda in advance of each meeting and shall distribute the approved minutes. At the end of each academic year, each committee shall submit its archives to the appropriate College repository a record of all official, non-confidential proceedings and a brief year-end report which summarizes the year’s major initiatives, highlights projected goals, and indicates who shall assume responsibility for calling the first meeting of the following year.

2. Committees shall be major policy-making bodies within the UGC, pursuant to applicable articles and sections of the Constitution of the Faculty Association, and, in upholding the UGC’s Core Practices. All other committees carrying on the work of the UGC are limited in their powers to recommend actions, policies or decisions to the UGC. Regular attendance at committee meetings is expected; failure to do so will be grounds for replacement by the UGC Co-Chairs.

Section B – Standing Committees

1. UGC Curriculum and Instruction Committee
   a. Shall review and approve curriculum, ensuring standards and outcomes are met across curriculum through graduation, consistent with the core practice of curriculum alignment to nationally recognized undergraduate standards.
   b. Shall set and enforce academic standards for UGC students, acting as an appeal body for due-process hearings and decisions relating to students, made at the major, content area, or college level within UGC.
   c. Shall provide recommendations to UGC administration regarding the standards of admission to the UGC.
   d. Shall provide curriculum assessment oversight and report yearly, including reliable statistics of normative operation.
   e. Shall disseminate best practices in curriculum and assessment design that support student learning and undergird effective instruction.
   f. Shall support core practice of student-centered instruction by providing ongoing feedback to administration regarding efficacy of model and opportunities for continuous improvement.
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1. Shall support core practice of instructional team meetings through ongoing feedback to administration to continuously improve the model.

h. Shall support core practice of collaborative classroom observations through ongoing feedback to administration to continuously improve the model.

i. Shall include six (6) full-time UGC faculty members, including at least three from the General Education content areas and three from academic Majors. The Registrar and the Dean or the Dean’s designee(s) shall be non-voting ex officio members. In addition, for majors requiring vertical alignment for accreditation, a representative from the National College of Education or College of Professional Studies and Advancement will assist with curriculum review.

2. **UGC Student Support Committee**
   a. Shall inform co-curricular and wraparound support planning and implementation, providing input on student programming to Student Experience twice annually, consistent with core practice of planning for holistic student support.
   b. Shall inform career readiness and non-cognitive skills development programming, providing input twice annually to Career Services, consistent with core practice of planning for holistic student support.
   c. Shall incorporate student voice - through engagement of Student Advisory Council or similar body at least once per year - in recommendations regarding co-curricular programming, wraparound supports and career services for students.
   d. Shall support core practice of regular meetings of student success collaboration (SSC) by providing ongoing feedback to administration for continuous improvement of the model.
   e. Shall provide input to UGC administration as needed regarding admission exceptions/student admission appeals.
   f. Shall consist of two full-time faculty representatives from the UGC (including one from General Education content areas and one from academic Majors) and two Coaches/UGC Advisors (including one from Pathways and one from Adult Transfers). Non-voting members shall include the Dean of UGC or the Dean’s designee(s).

3. **UGC Faculty Promotion and Recognition Committee**
   a. Shall be responsible for reviewing, evaluating, and recommending promotions of full-time UGC faculty. Review applications for promotion from faculty members and submit a full report of its vote to the NLU Institutional Promotion, Tenure, and Recognition Committee (IPTRC) and UGC Dean in a timely manner.
   b. Shall keep confidential all deliberations and actions of this committee as they pertain to promotions.
   c. Shall review and make recommendations regarding current National Louis University Promotions Policy annually, including any amendments made to it, regarding specific needs and concerns of UGC faculty.
   d. Shall review and make recommendations for recognition of commendable performance (through NLU faculty awards process and additional college processes as appropriate), consistent with core UGC practices, by faculty in service to or teaching within the UGC.
   e. Shall provide input to the UGC Administrative Cabinet and Provost Office on the NLU
Article VI – Organization and Conduct

Section A: Establishment of Organization

The faculty/coaches/advisors shall establish committees as described herein to carry out directed tasks and shall instruct them as to their duties and the length of their assignments. Committees shall meet as needed, and each committee shall conduct its assignment by its own rules of procedures, providing that these are consistent with the Constitution and the Bylaws of the National Louis University Faculty Association. These procedures shall be reviewed annually and made available to the UGC governance.

Section B: Meetings

1. Regular meetings – Usual meetings of the UGC shall be held twice per term when feasible, between September and June, or by a suitable frequency as determined by the Administrative Cabinet, at the time and place designated by the Administrative Cabinet unless determined otherwise by a majority vote of the UGC governance, to ensure that the UGC’s jurisdiction is carried out in the most efficacious manner.

2. Special meetings – Special UGC meetings may be called by the Administrative Cabinet or by signed petition of one-third of the UGC members by giving written notice thereof, stating the time, place and purpose of the meeting. Written notice of special meetings must be distributed to individual members at least seven (7) days before the meeting. No business shall be transacted at the special meeting except that stated in the notice of the meeting.

3. Participation by Proxy – All UGC members with instructional or student support assignments at a time and location that make participation impractical shall have the opportunity to present brief written position statements on announced agenda items, to vote by proxy or other absentee ballot arrangement, and to request reconsideration of any actions taken without reasonable opportunity for extended site participation. Their written proxy statement must be presented to the Co-Chairs prior to the start of any meeting that the proxy is in force.

4. Quorum – One-third of voting membership of the UGC excluding those on leave and emeritus faculty) shall constitute a quorum for the transaction of business at any regular or special meeting. This quorum includes those members participating by proxy or other means of extended site communication or representation.

Section C: Meeting Conduct, Motions and Voting

1. Motions – All motions presented for consideration by College shall be put forward at a UGC meeting at which a quorum is present. When a vote is taken on any matter at a meeting of the UGC, a quorum necessary and being present, a majority of the votes shall
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be sufficient for decision-making purposes.

2. Proxy Voting – A written authorization to act on another’s behalf may authorize representation of all matters coming before the governance or be limited to specific items. The Co-Chairs shall rule on any questions arising from the interpretation of proxy voting specifications and such actions will be recorded in the minutes of the meeting. All proxies must be submitted to the Co-Chairs no later than the beginning of the meeting.

3. Mail and Electronic Voting – When a vote is taken by electronic ballot, it is not considered decisive unless the total number of properly submitted ballots received by the designated UGC administrative assistant as of the deadline date is at least equal to the quorum. The results of a vote taken by mail or electronic means shall be reported to the membership within seven (7) days following the deadline and shall be recorded in the minutes of the next UGC meeting. After being counted, the submitted ballots shall be secured by the UGC administrative assistant until the next UGC meeting.

4. Agenda and Minutes –
   a. The agenda and minutes from the previous UGC meeting shall be distributed to all members of the UGC at least one week before the scheduled meeting. The agenda shall be prepared in consultation with the Administrative Cabinet; the minutes shall be approved by the UGC at each meeting. All business shall be carefully recorded and stored by the UGC for ready retrieval.
   b. All official minutes of meetings of UGC and its committees shall be kept by the office of the Dean of the UGC in an appropriate College repository and be available to any member of the UGC via NLU’s most current digital retrieval method.


Article VII – Faculty Appointment Procedure

The following procedure shall apply to the search for candidates for core faculty positions and part time appointments in the UGC in accordance with the hiring policies of the University:

1. The content area or academic major which is hiring shall assist the search committee by formulating a job description. The search committee shall receive and evaluate the credentials of the candidates and present a slate of its preferred candidates to the Dean of the College. The search committee shall conduct interviews, which shall require teaching demonstrations, arrange contact between candidates and the UGC faculty and other interested members of the institution, and make its final recommendation to the Dean of the UGC.

2. Faculty in collaboration with the Dean or Dean’s designee will develop job descriptions for hiring core faculty positions, and, will provide this information to search committees.

3. Part-time appointments shall be made by the Dean or the Dean’s designee of the UGC pursuant to the recommendation by the recognized head of the content area or academic major which is hiring, along with an account of the search process used.

Article VIII – Amendments and Ratification
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This constitution may be amended by two-thirds vote of the UGC faculty/coaches/advisors (i.e., governance) at any valid (i.e., scheduled) meeting, once notice of the proposed amendment or amendments has been given at the preceding scheduled meeting or 30 days before the vote. This constitution shall go into effect upon ratification of two-thirds of the UGC within an acceptable frame of reference, sufficient to offer time to propose, discuss, and approve this constitution.