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# PLAN OF GOVERNANCE OF BRYN MAWR COLLEGE

## ARTICLE I GENERAL STATEMENT

Section 1. Preamble. Bryn Mawr College (the “**College**”) requires a Plan of Governance (the “**Plan**”) that will enable the College to achieve its mission and that is consistent with the College's philosophy expressed in its mission. The College's vitality depends on shared governance among the Board of Trustees (the “**Board**”), the Faculty, and the Administration in matters concerning the College's welfare, including the preservation and protection of academic freedom. Although efficient government requires that allocation of decision-making authority to various bodies be as clear as possible, the principle of shared governance requires that each body that exercises authority do so, to the extent practicable, through regularized practices of consultation. It is highly desirable that there be cooperation, consensus and mutual understanding about all important decisions affecting the College community, and it is crucial that there be consultation to promote and effect these ends. The governance of institutions of higher learning in the United States has become increasingly shared, less centralized and more complex. A system of shared governance will therefore inevitably involve overlapping authority. For example, although the Faculty has general curricular authority, its practical authority over curricular decisions with budgetary implications must be limited by the Administration in matters. This Plan recognizes that such overlapping concerns are an inevitable feature of shared governance and that their constructive resolution requires the continuing development of formal and informal processes of consultation beyond those specifically outlined in this Plan. The aim of this Plan is to delineate authority and to establish decision-making processes that reflect the principle of maintaining close cooperation, consultation and communication with the Students, the Staff, the Alumnae/i and the other members of the College community. The relationships among the Board, the Faculty and the Administration and their relationships with the Students, the Staff, the Alumnae/i and the other members of the College community are the subject of this Plan.

Section 2. Schools. The College consists of three schools (the “**Schools**”): the Undergraduate College, the Graduate School of Arts and Sciences (“**GSAS**”) and the Graduate School of Social Work and Social Research (“**GSSWSR**”). The governance of each School will be guided by the principles set forth in Article I, Section 1 of this Plan. The Undergraduate College shall have a Dean and such Associate and Assistant Deans as may be appropriate. There shall be a Dean of Graduate Studies for the graduate schools and a Dean of the Graduate School of Social Work and Social Research. The Faculty will have the rights, responsibilities, and obligations described in Article III of this Plan with respect to each School.

Section 3. Consultation with Regard to Appointments and Reviews. In appointing persons to the following offices the following appointing body or person will consult with the following consulted body (or a committee containing, among its members, persons appointed by that body) and person:

Office	Appointing Body or Person	Consulted Body and Person
President	Board	Faculty, Students and Staff
Provost	President	Faculty
Dean of the Undergraduate College	President	Faculty, Provost and Students
Dean of Graduate Studies	President	Faculty, Provost and Students
Dean of the GSSWSR	President	Members of the Faculty affiliated with GSSWSR , Provost and Students

Fwtkpi" vjg" Rtgukfgpvøu" 7-year review of other members of the Senior Administration whose positions are provided for in this Plan, the Faculty committee with jurisdiction and cwvjqtqv{" cu" fguetkdgf" kp" Ctvkeng" KKK." Ugevkqp" 5\*d+" " \*õ**appointments committee**ö+" ujcnm" dg" responsible for soliciting comments from the Faculty and for communicating these comments either individually (in which case the comments may be anonymous at the request of the individual Faculty member) or in a summary report to the President. Individual members of the Faculty may also submit comments directly to the President. The comments transmitted by the appointments committee and by individual Faculty members will be considered in the course of the review.

Section 4. Representation and Responsibility of Representatives. Except and to the extent otherwise specified in this Plan, each body has the authority to determine those who shall represent it. Persons who are consulted are responsible for accurately reflecting, to the best of their ability, the views of their constituents and for reporting in a timely manner to their constituents. The College's policy is to promote consultation among the Board, the Faculty, the Administration, the Students, the Staff, the Alumnae/i and the other members of the College community to the greatest extent practicable. However, in limited circumstances, confidentiality is necessary to a fair and efficient decision-making process and will be established by the interested parties. Following the adoption of this Plan and from time to time thereafter, representatives of the Faculty and of the Administration will meet to discuss the principles of confidentiality.

## **ARTICLE II THE BOARD OF TRUSTEES**

Section 1. Authority and Responsibility. The ultimate responsibility for the College rests in the Board. The Board has full authority to determine the College's mission and to establish its strategic direction, in consultation with and under the advice of the President and the Faculty, and to establish general policies, including, but not limited to, financial and budgetary policies cpf" rtcevkegu0" " Vjg" Dqctf" jcu" wnvk o cvg" hkfwekct{" tgu rqpukdknkv{" hqt" vjg" Eqmng i gøu" hkpcpekcn" condition. The Board is responsible for appointment and review of the performance of the President of the College, the ratification of the recommendations of the President and the Faculty (acting through the appointments committee) for Faculty appointments, promotions and removals; and the ratification of the President's recommendations, made in accordance with the









additional responsibility of representing the Faculty on the Board or Administrative committee or task force.

(iii)

Section 6. Departments and Programs. The College constitutes academic departments and programs corresponding to fields of academic and scholarly endeavor. Each department or program has authority over its membership and authority over and responsibility for academic matters affecting that department or program (including constructing and supervising programs of study leading to recognition by degree from the College), subject to the supervision of the Faculty, the Provost, and the President, according to the jurisdictions of each as described in this Plan.

(a) Each department or program shall select or elect a Chair from among its members, subject to approval by the Provost in consultation with the President. In extraordinary circumstances, the Provost, in consultation with the President and with the members of the department or program, and, to the extent the Provost deems it appropriate, with other members of the Faculty, may remove the Chair so selected or elected. If a department or program does not have a Chair for more than 3 months, the Provost will appoint a Chair for that department or program. A Chair of a department or program will be appointed for a term that normally shall be 3 years, which term may be renewed only in accordance with the procedures set forth in this Article III, Section 6(a).



Administration shall not change such procedures without the consent of the appointments





Faculty, as provided in Article IV, Section 2(c), will appoint, reappoint and/or review the performance of, the Provost, the Dean of the Undergraduate College, the College's Chief Development Officer, Chief Enrollment Officer, the College's Chief Information Officer, and other members of the Senior Administration provided for in accordance with Article IV, Section 1, and, in addition, will select the Dean of Graduate Studies and the Dean of the GSSWSR, with Article IV, Section 2(c) and with the Students.

(c) In making appointments to the Senior Administrative positions described in this Article IV, the President will consult with a search committee as described in this Plan. In reviewing and, if applicable, reappointing the members of the Senior Administration described in this Article IV, the President will adhere to the consultation process provided for in Article I, Section 3.

(d) In consultation with and with the advice of the appointments committee, the President makes recommendations to the Board concerning appointment, reappointment, and promotion of ranked Faculty. The President (or the Provost if the President delegates authority), in consultation with the Chair of the affected department or program, makes interim appointments and, in consultation with and with the advice of the appointments committee, makes continuing Non-Tenure-Track appointments.

(e) The President may, in accordance with this Article IV, determine the authority, responsibility and organization of administrative offices.

Section 3. Provost. The Provost is the College's Chief Academic Officer and is responsible for administering the College's academic programs. Consistent with this Plan and the academic programs and the development and welfare of its Faculty. The Provost, to the extent authorized by the President, administers the College's instructional budget and reviews the performance of the Dean of Graduate Studies. The Provost reports d in

Section 6. Dean of the GSSWSR. The Dean of the GSSWSR reports to the Dean of Graduate Studies. The Dean has specific oversight of the admission of students, financial aid, academic policies and rules and student records and for promoting program development for the GSSWSR.

Section 7. Chief Financial Officer. The Chief Financial Officer reports to the President. The Chief Financial Officer is responsible for managing the College's financial resources and for directing the College's budgetary activities.

Section 8. Chief Administrative Officer. The Chief Administrative Officer reports to the President. The Chief Administrative Officer is responsible for the administration and



welfare and may report at any meeting of the Board about any such matter in accordance with procedures that the Board may establish at any time or from time to time.

Section 3. Self-Government Association and Honor Code Formed the Self-Government Association in 1892, the College became the first institution of higher education in the United States to give Students responsibility for enforcing rules of behavior upon themselves. The two primary institutions of Student self-government are the Self-Government Association, to which every Student belongs, and the Honor Code, a set of principles stressing personal integrity and mutual respect to which all Students agree to adhere.

as both academic and social components. The Faculty, the Administration and authority over the academic honor code. The Students have authority over the

All decisions providing for separation or exclusion from the College for the academic honor code or the social honor code are subject to review by the such decision will be implemented unless and until the President approves it.

Dean's Panel. A Dean's Panel will be convened to address circumstances in ing or safety of undergraduate students is in jeopardy or College resources or College are subject to review by the President, and no such decision will be s and until the President approves it.

## ARTICLE VI THE STAFF

Composition and Consultation of Staff. The Staff consists of all persons College who are not members of the Faculty, the Administration or Students. vital role in making it possible for the College to function in a manner that its mission, and members of the Staff have a unique and valuable viewpoint affairs. Therefore, in accordance with, and subject to, the policies set forth in d and the Administration should consult the Staff about matters that affect the

Representatives to Board of Trustees. The Staff will have 2 representatives to representatives may attend all meetings of the Board (other than executive y participate in all discussions, but without any right to vote. The llege's welfare and may report at any meeting of the Board about any such ce with procedures that the Board may establish at any time or from time to

## ARTICLE VII AMENDMENTS AND GOVERNING DOCUMENTS

(b) notice of intention to amend, supplement, repeal or adopt is delivered to all members of the Faculty at least 30 days before the next regularly scheduled meeting of the Faculty;

(c) a copy of the notice referred to in Article VII, Sections (1)(a) and (1)(b), is simultaneously delivered to the President, the Provost, the other members of the Senior Administration, the representatives of the Students referred to in Article V, Section 2, and the representatives of the Staff referred to in Article VI, Section 2;

(d) the notice referred to in Article VII, Sections (1)(a) and (1)(b), includes a summary in general terms of the proposed action; and

(e) after the meeting of the Faculty referred to in Article VII, Section 1(b) and before this Plan is amended, supplemented or repealed or a new plan of governance is adopted by vote of a majority of the Board, the Faculty has been given an opportunity for a conference between the members of the appropriate committee of the Board and the representatives of the Faculty to consider the proposed amendment, supplement, repeal or new plan.

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The Board shall consider proposed amendments or supplements offered by the Faculty and shall afford representatives chosen by the Faculty the opportunity to present its views on the need for changes to the Board or to the appropriate committee of the Board. The terms of this Plan shall not be amended, supplemented or rep