



UNIVERSITY *of*
Western States

Governance and Committee Structure

Revised September 2022

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UWS Governance Structure

University of Western States (UWS) is committed to a shared governance structure that provides students, faculty members, trustees, administrators and staff members an opportunity to participate in university planning and decision-making. The structure promotes collaborative leadership and collective responsibility for outcomes through broad awareness of the university vision, mission, values and strategic planning priorities. The process advances program quality and continuous improvement in the areas of instruction and learning, research and scholarship, and service. The governance process also facilitates informed decision-making and responsible use of resources through the analysis and use of quantitative and qualitative outcomes. Finally, a reliable shared governance model promotes transparency, consistency and integrity among the constituents that make up UWS.

Board of Trustees

The university is a private, non-profit 501(c)3 corporation governed by a Board of Trustees. The board has ultimate responsibility and accountability for the university's actions, activities and overall performance. While the management of the university is delegated to the institution's CEO/president, Oregon non-profit law dictates that board members continue to have three fundamental duties:

- **Duty of care.** Board members are required to exercise duty of care when making decisions about the university, its finances, its conduct and its overall actions. The duty of care requires board members to exercise good judgement, and to be thoughtful, responsible and accountable for their decisions.
- **Duty of loyalty.** Board members have a responsibility to act in "good faith" to support and advance the interests of the university. To that end, board members have a responsibility to ensure that decisions made by the board and the CEO/president produce the best possible outcomes for the university. Board members who have a conflict of interest (e.g. their personal interest conflict with the organization's interest) must refrain from participating in decisions in which the conflict may impede their ability to make decisions that are best for the university.
- **Duty of obedience.** Board members have a duty to carry out board business in a manner that best serves the university mission and upholds institutional bylaws and policies. In addition, board members have a responsibility to ensure the university is following appropriate federal and state laws and regulations.

The board operates under a set of bylaws and policies that describe its responsibility to govern the institution solely on the basis of a desire to promote the university mission in the best interests of the institution and the public good. The board is responsible for approving the university mission; hiring, supporting, and evaluating the president; adopting policies consistent with the mission of the university; approving the allocation of resources in ways consistent with those policies; and, ensuring that the financial resources of the university are adequate and sufficiently stable to provide academically sound and fiscally efficient educational programs. The board facilitates its work through six board committees:

- Academic Affairs Committee
- Audit Committee
- Bylaw & Policy Committee (ad hoc)
- Diversity, Equity and Inclusion (ad hoc)
- Executive Committee
- Finance Committee
- Governance Committee

The functions of each board committee are set forth in board policy. Within its area of designated responsibility, each board committee is responsible for developing and implementing committee goals and objectives; monitoring the effectiveness of related board policies; and recommending to the board proposed revision of related policies and/or bylaws.

Trustees may serve up to four three-year terms. The board typically meets in-person two times per year, and additional meetings are held via teleconference as needed. The president reports to the board and is the chief executive officer of the institution.

President and Administration

The university has a centralized administration responsible for the leadership and management of the day-to-day operations and ensuring appropriate planning and allocation of resources to accomplish the mission of the university.

Two colleges provide academic programs:

- College of Chiropractic
- College of Graduate Studies

Executive administrators reporting directly to the president include:

- Executive Vice President/Chief Strategy and Innovation Officer
- Provost
- Senior Vice President, Finance and Administration
- Chief Medical Officer

Lines of reporting are illustrated on the current [organization chart](#).

Faculty Senate

The Faculty Senate is comprised of all full- and part-time faculty members of the university holding the rank of professor, associate professor, assistant professor, instructor or adjunct faculty, or positions of administrator, resident, technician or librarian. Voting members are those members with a workload equal to or greater than one-half full-time equivalent (FTE) of the standard full-time load. Non-voting members include university administration and faculty members whose loads are less than one-half FTE.

The senate operates in accordance with the [UWS Faculty Senate Bylaws](#), which are subject to review by the president. The senate considers any matter referred to it by the president, provost, senate/university committees or members of the senate. Recommendations from the senate are presented to the president of the university, who has the power to enact or veto any recommendation based on the best interest of the university.

UWS Policy Development and Publication

University policies are established and/or updated as needed in accordance with [Policy 1001 Policy Development and Publication](#). Administrators and department heads are responsible for developing new policies and/or updating existing policies that are relevant to their areas of responsibility to ensure smooth operations and compliance with current federal and state laws as well as accreditation standards. A new policy or policy revision may originate from an individual employee, committee, department head and/or administrator. Policies are reviewed by Policy Development and Review Committee prior to being submitted to the president for review. The president will render approval or remand the policy for further review.

Upon approval by the president, the date is recorded, and the policy is posted to [Udocs](#) on the UWS website. Policies requiring approval by the Board of Trustees (e.g., board governance policies and specific policies necessary for fiduciary needs, accreditation and/or regulation) are forwarded to the board. Upon approval by the board, the policy is dated and published as described above.

Archival and publication of university policies are managed through the office of university affairs. Minor policy revisions of a non-substantive nature (e.g., correction of typographical/grammatical errors, formatting, updating position and committee titles, document titles, etc.) are made as needed to ensure consistency and accuracy in syntax and nomenclature across all university documents, keeping them consumer ready.

UWS Committee Structure

UWS maintains an active committee structure. Committees serve in an advisory capacity to the president and administration (except as otherwise required by federal or state law). The number and type of committees are subject to change to meet the evolving needs of the institution.

Current UWS committees include:

UWS Committees (F = Faculty Representation); (S = Student Representation)
Academic Affairs Committee (F)
Administrative Council Committee
Admission Committee (F)
COVID-19 Response Coordination Committee
Curriculum Committee – College of Chiropractic (F), (S)
Curriculum and Assessment Committee – College of Graduate Studies (F)
Data Governance Committee
Diversity, Equity and Inclusion Committee (F), (S)
Employee Engagement Committee (F)
Institutional Effectiveness and Planning Committee (F)
Institutional Review Board (F)
Leadership Council
Learning Assessment Committee – College of Chiropractic (F)
Planning and Effectiveness Committee – College of Chiropractic (F)
Policy Development and Review Committee (F)
Quality Patient Care Committee (F)
Retirement Plan Advisory Committee (F)
Risk Management and Business Continuity Advisory Committee
Safety and Security Committee (F), (S)
Space Planning Committee

Committee Responsibilities

Committees are charged with specific responsibilities defined by the administration. The primary function of a committee is to contribute to the effective and efficient operation of the university. In most cases, university committees are charged with facilitating interdepartmental communication and collaboration as well as assisting administration (executive leadership) in the decision-making process by providing needed information, data and recommendations for action.

Committee Chair Responsibilities

The president appoints committee chairs, except when the chair is assigned by virtue of position. A committee chair is a leadership position that requires a solid understanding of the committee's role and responsibilities, as well as a sense of diplomacy. Committee chairs are responsible for facilitating all committee meetings and ensuring all committee-related business is managed, maintained and documented.

Specifically, a committee chair:

- Provides leadership and direction to the committee to facilitate the work of university in pursuing its mission, mission fulfillment objectives, and strategic goals.
- Makes arrangements for regular committee meetings and notifies members of date, time and location of meetings.
- Prepares agendas for committee meetings using the official [UWS agenda template](#) and sends agendas and related materials to committee members in advance of meetings. Ensures committee members have the opportunity to contribute to the agenda.
- Calls meeting to order, presides over meeting, and ensures all members actively participate in meeting discussions, actions and decisions.
- Delegates responsibilities to committee members as it relates to committee work and associated tasks.
- Applies the [UWS decision making framework](#) to developing committee decisions and recommendations, ensuring all possible solutions have been considered and the impacts of these solutions have been appropriately assessed.

- Ensures actions and decisions taken by the committee are clearly documented and follow-up action steps are properly assigned and allocated.
- Plans, coordinates and reports the committee's work for the fiscal year in alignment with mission fulfillment objectives and/or strategic goals.
- Ensures meeting minutes are prepared using the [UWS minutes template](#) and appropriate actions and/or decisions as well as follow-up communications are clearly documented.
- Distributes draft minutes for committee members to review in advance of the next scheduled meeting and takes a motion for final approval.
- Reports the activities, actions and recommendations of the committee to the appropriate administrator and/or president.

Committee Member Responsibilities

Committee members are often appointed to represent their department, division, college and/or a specific constituent group. To that end, a committee member's contribution and participation on a university committee will determine its success or failure. Therefore, it is the responsibility of each committee member to be present and participate.

The chair may make a written request to the president that an appointed committee member be replaced if the committee member is absent for three or more consecutive meetings, or if the committee member does not participate in committee duties.

Committee members are expected engage in the following activities as part of their participation on the committee:

- Represent constituent group(s) by clearly and professionally articulating that group's needs, concerns and questions.
- Collect input from represented constituent group(s) regarding specific topics.
- Report the activities, actions and recommendations of the committee to the appropriate constituent group(s).
- Complete tasks and/or actions steps assigned by the committee chair.
- Apply the [UWS decision-making framework](#) in the formation of committee decisions and recommendations, ensuring that all possible solutions have been considered and that the impacts of committee decisions and recommendations have been appropriately assessed.
- Provide input into the creation of the agenda for the committee meeting.
- Review the meeting agenda and supporting materials before coming to the committee meeting and ask for clarification if any items are unclear.
- Review minutes from each committee meeting and provide edits (if applicable).

Meeting Minutes

The committee chair ensures meeting minutes are drafted using the official [UWS minute template](#), in accordance with the [UWS editorial guidelines](#), and approved by the committee for all committee meetings. The chair may designate a recorder to take minutes at committee meetings. Once committee minutes are approved by the committee, the chair distributes the approved minutes to all committee members, ex- officio committee members and the liaison officer. The chair also ensures the approved committee meeting minutes are posted appropriately to Udocs.

Committee Decision Making

Committee decisions/recommendations are generally the product of consensus in accordance with the [UWS decision-making framework](#). This framework serves as a mechanism to document the decision-making process, ensure all possible solutions have been considered, and ensure that the impacts of these solutions have been appropriately assessed. If consensus cannot be reached, a simple majority vote of the committee membership will prevail.

All committee members, including student members, have the right to present motions and to vote. There is no proxy vote in case of absence. The chair votes only in the event of a tie vote. Committee recommendations are forwarded in writing to the committee liaison officer (appropriate administrator) and president.

Ex-Officio Members

The president of the university is an ex officio non-voting member of all university administrative committees, except as otherwise designated. For most committees, a university administrator or “liaison officer” (LO) is usually designated as an ex officio voting member.

Term Limits – Appointed Faculty and Staff Representative Members

The president appoints faculty and staff representatives (those not otherwise committee members by virtue of position/administrative role) for a two-year term. Committee representative appointments may be based on recommendations from the committee administrative liaison officer, the committee chair, the program dean or director, and/or Faculty Senate. Newly appointed representatives begin service upon appointment or complete the term in the case of a member vacancy.

Committee appointees may be eligible for re-appointment for additional two-year terms if the appointee has been an active committee participant and has fulfilled all committee responsibilities. The committee chair may recommend such reappointment. A committee chair may also make a written request to the university president that an appointed representative member be replaced if the member is absent for three or more consecutive meetings.

Student Members

The president appoints student members based upon a recommendation from the committee chair and/or the office of student services in coordination with the Associated Student Body (ASB). Student committee appointees may serve on a committee for a maximum of one year (four quarters), after which, the student may be eligible for re-appointment for additional quarters if the appointee has been an active committee participant and has fulfilled designated committee responsibilities. The committee chair may recommend such reappointment. A committee chair may request that an appointed student member be replaced if the member is absent for three or more consecutive meetings.

Guest Attendees

A committee chair and/or liaison officer may invite guests to committee meetings to provide subject matter expertise to enrich the committee’s understanding of current issues, to represent constituent concerns and/or to provide professional development for committee-related responsibilities (e.g., compliance). Guests must comply with all university policies.

Committee Member Rosters

Current committee member rosters are available from the respective committee chairs and in the office of the university affairs.

Ad Hoc Task Forces and Work Groups

From time to time, temporary task forces or work groups to address specific academic or operational issues may be assembled. As with university committees, ad hoc task forces and work groups are advisory to the president and/or other senior administrators. Recommendations derived from task forces or work groups are directed to the appropriate administrator or university committee for further review. The formation of a task force or work group is approved by the president or appropriate senior administrator.

Academic Affairs Committee

The **Academic Affairs Committee** facilitates ongoing discussion and coordination of priorities and activities among academic administrative leaders across the university. The committee is charged to:

- Contribute to the fulfillment of the mission and mission fulfillment objectives.
- Review and/or consider proposals regarding academic policies and procedures.
- Act as an information sharing body to ensure communication between academic leaders and administrative leaders and support services.
- Engage in feasibility analysis for proposed new programs.
- Participate in review of existing academic programs.
- Review and provide feedback regarding regional and programmatic accreditation reports.
- Make recommendations to assist programs in meeting student learning outcome performance targets as appropriate.
- Discuss supplementary matters that pertain to academic programs.

Meeting Frequency: Monthly, or more often as needed
Committee Authority: Recommend and/or decide
Accountability: Provost (chair and LO) ⇒ President

The Academic Affairs Committee is comprised of members of the faculty, staff, and administration, including the following individuals:

Associate Dean, College of Chiropractic Assistant Dean, College of Chiropractic Associate VP, Communications and Advancement Associate VP, Enrollment Associate VP, Institutional Effectiveness Associate VP, Information Systems and Data Analytics/CIO Associate VP, Student and University Affairs Chair, DCP Curriculum Committee Coordinator, Academic Affairs Dean, College of Chiropractic Dean, College of Naturopathic Medicine Director, Academic Assessment	Director, Clinical Mental Health Counseling Director, Diversity, Equity, and Inclusion Director, Financial Aid* Director, Human Nutrition and Functional Medicine Director, Institutional Appraisal and Accreditation Director, Sports Medicine Director, Sport and Performance Psychology Faculty Senate President (or representative) Provost (chair and LO) Registrar* University Librarian Vice Provost/Dean, College of Graduate Studies
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* Also a member of Administrative Council

At least one member of the Academic Affairs Committee is also a member of the Administrative Council and serves as a liaison between the two committees.

Administrative Council Committee

The **Administrative Council** serves as an information-sharing body ensuring that the operational units of the university are aware of major projects, initiatives, and changes, and that they have an effective avenue to provide meaningful input and/or recommendations. To that end, administrative council members are responsible for sharing data, information, and feedback from their respective areas of oversight to the council and for disseminating administrative decisions and information to their departments. The administration council proposes, reviews and revises non-academic procedures, and processes that impact the university and its operations.

The Administrative Council meets regularly to:

- Facilitate cross-departmental communication and collaboration, including sharing best practices for common administrative tasks.
- Share employee concerns and recommendations.
- Make recommendations to the leadership council on operational matters.
- Ensure administrative systems and processes are coordinated and cost effective, and that such systems and processes meet the service, quality, compliance and timeliness needs of university stakeholders.
- Share existing technology solutions and systems to maximize value across departments.
- Facilitate better-informed decisions regarding mission fulfillment objectives, strategic initiatives and operational goals.
- Review and provide input into administrative department reviews.

Occasionally, the Administrative Council may create ad hoc work groups to study issues and create recommendations for the council to consider.

Meeting Frequency: Every other month

Committee Authority: Recommend

Accountability: Director of Marketing (chair) ⇒ Leadership Council ⇒ President

The Administrative Council is comprised of members of the staff and administration, including the following individuals:

Accounting Manager, Business Office	Director, Student Services
Administrative Manager, Office of the President (LO)	Director, Risk Management
Center for Teaching & Learning, Representative	Director of Admissions, Operations and Technology
Director, Auxiliary Services	Executive Director, Emergency Management, Safety, Security and Campus Operations
Director, Community Engagement	Information Technology, Representative
Director, Development and Engagement	Institutional Effectiveness, Representative*
Director, Financial Aid*	Office Manager, UWS Clinics
Director, Human Resources	Registrar (or registration representative)*
Director, Marketing (chair)	

*Also a member of the Academic Affairs Committee

At least one member of the Academic Affairs Committee is also a member of the Administrative Council and serves as a liaison between the two committees.

Admission Committee

The **Admissions Committee** meets on an as-needed basis to:

- Consider and make the admission decisions for applicants whose qualifications require additional review.
- Review applicants who disclose (prior to admission) unique circumstances or needs related to their ability to meet the physical and technical standards and recommend appropriate accommodations and/or actions.
- Review and propose revisions to admission policies in accordance with current federal laws and accreditation standards; recommend necessary revisions to the Policy Committee.

Meeting Frequency: As needed

Committee Authority: Application decisions; Policy and accommodation recommendations

Accountability: Associate VP, Enrollment (chair) ⇒ Executive Vice President

The Admission Committee is comprised of members of the staff, administration and faculty, when applicable, including the following individuals:

Associate VP, Enrollment (chair and LO)
Dean and program director (when applicable)
Financial Aid Specialist
Faculty representative/s from the program (when applicable)
Registrar (when applicable)

COVID-19 Response Coordination Committee

The **COVID-19 Response Coordination Committee** is a temporary university committee whose role is to coordinate a centralized and strategic response to the issues stemming from the COVID-19 pandemic. The committee is charged with:

- Gathering relevant information about the impacts of the COVID-19 pandemic on higher education and health care delivery.
- Developing and implementing solutions to protect student and employee health and safety.
- Coordinating communications related to the university response to COVID-19.
- Updating university information sources on an ongoing basis to ensure they reflect the most recent university response.
- Gathering input from university constituents and reporting solutions to affected constituents.

Meeting Frequency: As needed

Committee Authority: Recommend

Accountability: Vice President, Innovation and Strategic Initiatives (Chair and LO) ⇒
Leadership Council ⇒ President

The **COVID-19 Response Coordination Committee** is comprised of members of the staff and administration, including:

Associate VP, Communications and Advancement

Associate VP, Enrollment

Associate VP, Student and University Affairs

Dean, College of Chiropractic

Director, Community Engagement (chair and LO)

Director, Human Resources

Director, Risk Management

Executive Director, Clinic Business Operations & Finance

Executive Director, Emergency Management, Safety, Security and Campus Operations
(vice-chair)

Student Services representative

Curriculum Committee – College of Chiropractic

The **College of Chiropractic Curriculum Committee** brings together faculty and academic leaders to review curriculum effectiveness in achieving expected competencies and learning outcomes. Committee recommendations are directed to the Provost through the College of Chiropractic leadership. Membership provides important input to committee discussions and decisions from the multiple perspectives and promotes the communication/discussion of the continuous improvement process among the DCP community

The committee responsibilities include:

- Assure the core curriculum and elective curriculum meet the educational standards of the Council on Chiropractic Education (CCE) and allow graduates to demonstrate attainment of the CCE Meta-Competency Outcomes.
- Ensure the DCP Curriculum Map is accurate and current to ensure that the program evaluation infrastructure supports current learning outcomes and assessments.
- Evaluate curriculum proposals originating from deans, faculty and students. Proposals are first evaluated at the department or dean level and then brought to the committee.
- Ensure that the DCP curriculum meets the educational standards of the Council on Chiropractic Education (CCE) and the requirements of Oregon Revised Statute 684-010 ET.SEQ.
- Ensure that the curriculum demonstrates proper sequencing, continuity and integration and meets best educational practices, and that educational outcomes support the DCP mission, DCP program goals, and the university mission and vision.
- Regularly review program outcomes evidence, evaluated by the Learning Assessment Committee, to identify potential curricular weaknesses or concerns, and to report potential issues to appropriate persons/offices.
- Engage with the DCP Planning Committee on issues regarding academic planning and sustainability if required.
- Review and recommend elective curriculum offerings of interest and value to students consistent with the university mission and DCP mission and goals.
- Serve as a forum for discussion of general educational issues regarding instructional methodology, curriculum design, student evaluation, etc.
- Provide a yearly self-report that demonstrates Curriculum Committee effectiveness as measured by the charges, growth and need for change.

Meeting Frequency: At least once per term

Committee Authority: Recommend and/or decide

Accountability: Faculty Member (chair) ⇒ Dean, College of Chiropractic (LO) ⇒ Provost

The College of Chiropractic Curriculum Committee is comprised of members of the faculty, staff, administration, and students, when applicable, including the following individuals:

<p><u><i>Faculty Representatives:</i></u> Basic Science Faculty Member (co-chair) Chiropractic Sciences Faculty Member Clinical Education Faculty Member Clinical Sciences Faculty Member Clinical Internship Faculty Member</p>	<p><u><i>Administrative Representatives:</i></u> Assistant Dean Associate Dean, co-chair Dean, College of Chiropractic (LO, ex officio) Director, Academic Assessment Instructional Designer Registrar Scheduler Student Representative</p>
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Curriculum and Assessment Committee - College of Graduate Studies

The **College of Graduate Studies Curriculum and Assessment Committee** reviews curricula effectiveness in achieving expected objectives and learning outcomes for programs under the College of Graduate Studies. Committee recommendations are directed to the provost through the dean.

The committee responsibilities include:

- Review curricular proposals from program directors, faculty, and students for alignment to university policies and practices related to effective curriculum development, revision, and ongoing program management.
- Ensure that the curriculum modifications proposed for each program are reviewed for consideration of the educational standards of related accrediting bodies and any licensure requirements for the State of Oregon.
- Participate in periodic program and/or curriculum reviews that ensure the respective curricula are founded on principles of sequence, continuity and integration to produce competent graduates/practitioners.
- Review related institutional learning outcomes across programs annually to identify potential college and program areas for improvement, as well as develop and implement strategies to address any areas that need strengthening.
- Serve as a forum for discussion of general educational issues regarding instructional methodology, assessment, curriculum design, student evaluation, etc.

Meeting Frequency: Quarterly or more often as needed

Committee Authority: Recommend and/or decide

Accountability: Vice Provost/Dean, College of Graduate Studies (chair and LO) ⇒ Provost

The College of Graduate Studies Curriculum and Assessment Committee is comprised of members of the faculty, staff, and administration, including the following individuals:

Director, Academic Assessment
Director, Clinical Mental Health Counseling
Director, Human Nutrition and Functional Medicine (Masters)
Director, Human Nutrition and Functional Medicine (Doctorate)
Director, Sports Medicine
Director, Sport and Performance Psychology
Faculty representatives
Registrar
Vice Provost/Dean, College of Graduate Studies (chair and LO)

Data Governance Committee

The **Data Governance Committee** facilitates the coordination of data-related priorities and activities among data producers, consumers and stewards across the university. The primary purpose of the committee is to facilitate data-driven decision making through the collection of reliable and verifiable data and the production of timely and accurate data reports. The committee is charged to:

- Contribute to the fulfillment of the mission, strategic plan, mission goals and objectives through the collection, dissemination and use of reliable and verifiable data.
- Make collective recommendations regarding change procedures, processes and systems to improve the collection and application of data.
- Create data entry guidelines for data producers and a data element dictionary for consumers and stewards.
- Review criteria and compare to guidelines to ensure university data meets the requirements of being trustworthy, consistent, accurate, audited, regulated and secured.
- Provide a forum for proposing and discussing definitions for terms and associated data elements.
- Facilitate initiatives to improve quality or availability of data, information security and data retention, as well as policies on business processes or system configurations to manage raw elements of information.
- Discuss supplementary matters that pertain to governing data, administrative processes and information delivery.
- Engage in feasibility analysis for data initiatives and overall data infrastructure. Propose project initiatives where applicable.
- Review and provide feedback on information research reports including meaning, format, centralization and automation of reports.
- Perform other functions as may be delegated to the Data Governance Committee.

Subgroups: (1) Recruitment and Admissions, (2) Student Onboarding and Orientation, (3) Student Registration and Accounts, (4) Academic/Administrative Actions for Enrolled Students, (5) Alumni and Advancement

Meeting Frequency: Once per month

Committee Authority: Recommend and/or decide

Accountability: Director, Institutional Appraisal and Accreditation (chair) ⇒ Associate VP, Institutional Effectiveness (LO) ⇒ President

The Data Governance Committee is comprised of members of staff and administration, including the following individuals:

Accounting Manager
Application Analyst
Associate VP, Communications and Advancement
Associate VP, Enrollment
Associate VP, Institutional Effectiveness (LO, ex officio)
Associate VP, Information Systems/CIO
Associate VP, Student and University Affairs
Director, Financial Aid
Director, Institutional Appraisal and Accreditation (chair)
Provost
Registrar

Diversity, Equity, and Inclusion Committee

The Diversity, Equity, and Inclusion (DEI) committee will guide and hold the university accountable for achieving diversity, equity, and inclusion outcomes in support of the university's mission, core values, and strategic priorities. To accomplish this work, the committee will:

1. Review and assess the implementation and effectiveness of university strategies related to diversity, equity, and inclusion and make recommendations annually.
2. Provide input on institutional policies and procedures to address barriers to diversity, equity, and inclusion.
3. Make recommendations to university leadership, the director of DEI, departments, or committees on matters related to diversity, equity, and inclusion.
4. Establish subgroups to support the implementation of DEI initiatives.
5. Share the work of the DEI committee with campus stakeholders and seek regular feedback from the campus community to inform decision making.
6. Engage in ongoing personal/professional learning and development about diversity, equity, and inclusion.
7. Support the creation and implementation of DEI professional development and learning for UWS staff, faculty, and students.

Subgroups:	TBD
Meeting Frequency:	Quarterly, or as needed
Committee Authority:	Recommend and/or decide
Accountability:	Director, Diversity, Equity, and Inclusion (chair) ⇒ Executive Vice President (LO) ⇒ President

The Diversity, Equity, and Inclusion Committee is comprised of members of administration, staff, faculty, students, including the following individuals:

Admissions Advisor, Admissions
Associate VP, Student and University Affairs
Clinic Health Care Analyst
Content Strategist, Marketing and Communications
Director, Community Relations
Director, Diversity, Equity, and Inclusion (chair)
Executive Vice President (LO, ex-officio)
Faculty Representative(s), College of Chiropractic
Faculty Representative(s), College of Graduate Studies
Provost
Student Representative(s)

Employee Engagement Committee

The **Employee Engagement Committee** (EEC) serves as an advisory group comprised of staff and faculty representing a range of departments, disciplines, backgrounds, and perspectives. As an advisory body, EEC assists in the development and coordination of university initiatives focused on promoting and supporting employee engagement, commitment, and retention. To fulfill these initiatives, EEC utilizes ad hoc work groups to develop recommendations to address a specific issue or need, and then assist in developing implementation plans and timelines. The EEC explores opportunities for collaboration among university departments in the planning of campus activities such as trainings, events, and team-building exercises. To this end, the EEC meets regularly to:

- Create and execute ad hoc work groups to review and evaluate issues, work on special assignments or initiatives, and create recommendations for the committee and the administration to consider.
- Provide opportunities for social and professional connections among employees.
- Plan and execute campus activities to facilitate communication and collaboration among employees, supervisors, and departments.

Meeting Frequency: At least once a quarter

Committee Authority: Recommend

Accountability: Director, Community Engagement (chair) ⇒ Executive Vice President

EEC is comprised of staff and faculty and includes the following individuals:

Administrative Staff Representative(s)
Director, Community Engagement (chair)
Content Strategist, Marketing and Communications
Executive Director, Human Resources
Faculty Representative(s), College of Chiropractic
Faculty Representative(s), College of Graduate Studies
Associate VP, Institutional Effectiveness
Executive Vice President (LO, ex-officio)

Institutional Effectiveness and Planning Committee

The Institutional Effectiveness and Planning Committee is a standing university committee whose role is to facilitate the institutionalization and operationalization of university mission and strategic goals and corresponding objectives. The specific responsibilities of the committee are to:

- Develop implementation plans to operationalize strategic goals and mission fulfillment objectives, including recommending the assignment and allocation of personnel and other institutional resources.
- Convene subcommittees and work groups to support the implementation of strategic initiatives and mission fulfillment activities.
- Identify and recommend divisional, college, and departmental assignments to support planning and mission fulfillment initiatives.
- Facilitate ongoing alignment between the university strategic plan and mission goals, to ensure institutional mission fulfillment.
- Review the university strategic plan, mission fulfillment plans, institutional surveys (student, employee, alumni, etc.) annually and recommend changes, edits, or additions.
- Analyze mission fulfillment performance measures and recommend changes to indicators/targets as appropriate to evaluate the accomplishment of corresponding objectives and mission fulfillment.
- Actively engage in disseminating information, and collecting input from campus constituents, regarding university planning processes and implementation.
- Facilitate coordination between budgeting, planning and evaluation processes.
- Be aware of strategic issues in the internal or external environment related to the institutional planning process and ensure that the committee is informed.

Meeting Frequency: Once per term or more often as need

Committee Authority: Recommend and/or decide

Accountability: Associate VP, Institutional Effectiveness (chair and LO) ⇒ President

The Institutional Effectiveness and Planning Committee is comprised of:

Associate VP, Communications and Advancement
Associate VP, Enrollment
Associate VP, Institutional Effectiveness (chair and LO)
Associate VP, Information Systems and Technology/CIO
Associate VP, Student and University Affairs
Dean, College of Chiropractic
Dean, College of Naturopathic Medicine
Director, Diversity, Equity, and Inclusion
Executive Director, Human Resources
Director, Institutional Appraisal and Accreditation
Executive Director, Budget and Resource Planning
Executive Vice President (vice-chair)
Faculty Senate Representative (2)
Provost
Senior VP, Finance and Administration
Vice Provost/Dean, College of Graduate Studies

Institutional Review Board

The university **Institutional Review Board** (IRB) operates under [UWS Policy 8003 – Institutional Review Board](#) and follows the specific requirements of the United States Department of Health and Human Services (HHS), Office for Human Research Protections (OHRP), for the protection of human subjects (Code of Federal Regulations, Title 45, Part 46, Protection of Human Subjects).

The IRB committee will contain of a minimum of five (5) and no more than eleven (11) members with the president appointing a committee chair. IRB committee members will consist of varying backgrounds and professions, including at least one non-scientist member who does not have a professional and/or educational background in biomedical or behavioral sciences and one member who is not employed by or affiliated with the university. An IRB member is considered a non-scientist if their individual training, background and occupation would incline them to view research activities from a standpoint outside of any biomedical or behavioral scientific discipline.

Committee and chair appointments are for one (1) to three (3) years and are renewable at the mutual agreement of the president and the committee appointee.

The Institutional Review Board:

- Ensures the protection of human research subjects.
- Requires that research proposals and applications are in compliance with federal guidelines on experimental protocol in regards to human subjects.
- Reviews all research proposals involving human subjects and assesses the risks involved. If the IRB finds the risks to be acceptable, it will approve the project as submitted. If the risks are unacceptable, the IRB may suggest revisions and/or request the project be resubmitted, or it may disapprove the project entirely. Approvals are limited to one year and subject to renewal of the IRB committee.

Meeting Frequency: As research studies are submitted

Committee Authority: Review and decide

Accountability: IRB Chair and Signatory Official

The IRB is comprised of UWS faculty and staff, as well as faculty external to UWS:

- Provost (Signatory Official) (non-voting member)
- Administrator, Research & Institutional Review Board (non-voting member)
- University Librarian (chair)
- Faculty representative(s), UWS
- Faculty or public member, external to UWS

Leadership Council

Leadership Council is charged with advancing the university's identity, tone and vision. To achieve this charge, the Leadership Council:

- Facilitates communication, collaboration and integration across the departments and divisions of the university in order to promote efficiencies and sustainability.
- Develops and implements operational and organizational processes, procedures and policies.
- Enhances the effectiveness of new and existing programs and services by promoting accountability and improving interdepartmental and interdivisional collaboration.
- Recommends to the university president actions and initiatives regarding the assessment of compliance risks and the development of activities and programs to effectively manage those risks.
- Collaborates with the president in assessing internal and external opportunities and formulating appropriate responses and actions.
- Explores issues, identifies problems and concerns, makes recommendations and proposes initiatives that affect the university community.

Meeting Frequency: Once per month

Committee Authority: Recommend and/or decide

Accountability: Executive Vice President (chair and LO) ⇒ President

Leadership Council is comprised of the following individuals:

Associate VP, Communications and Advancement
Associate VP, Enrollment
Associate VP, Institutional Effectiveness
Associate VP, Information Systems and Technology/CIO
Associate VP, Student and University Affairs
Chief Business Officer
Dean, College of Chiropractic
Dean, College of Naturopathic Medicine
Director, Diversity, Equity, and Inclusion
Executive Vice President (chair and LO)
President (ex-officio)
Provost
Senior VP, Finance and Administration
Vice Provost/Dean, College of Graduate Studies

Learning Assessment Committee – College of Chiropractic

The **College of Chiropractic Learning Assessment Committee** provides oversight assessment strategies for the Doctor of Chiropractic Program (DCP) to improve student learning achievements, enhance program quality, improve accountability, and ensure compliance with accreditation standards. In addition to developing and updating the DCP assessment plan, the committee reviews the efficacy of assessment approaches, reporting strategies and feedback processes to better facilitate the use of assessment data in decision-making at all levels. The committee maintains close communications with the DCP Curriculum Committee, DCP Budget and Planning Committee, the office of academic affairs, and other appropriate committees, administrative bodies and academic units to accomplish these goals.

The committee's central objectives are to:

- Recommend revision of program and current learning outcomes as appropriate.
- Identify opportunities to improve assessment plans and data collection processes.
- Review and analyze NBCE, CEA and CSA exam outcomes data to inform opportunities for planning and improvement.
- Analyze courses based on outcomes data, make recommendations for the improvement of student learning.
- Ensure alignment of assessment initiatives and CCE requirements, including the identification of gaps and/or overlaps in program and CCE meta-competency outcomes assessments working with the curriculum committee regarding non-clinical assessment options.
- Analyze clinical student learning outcome assessment data and recommend strategies to support continuous improvement.
- Review practices for reporting student learning outcome assessment data and make recommendations.
- Develop and implement strategies for dissemination of assessment data.
- Provide the DCP dean a yearly self-report of the DCP Learning Assessment Committee's activities.

Meeting Frequency: Bi-monthly or as needed

Committee Authority: Recommend

Accountability: Chair(s) ⇒ Dean, College of Chiropractic (LO) ⇒ Provost

The College of Chiropractic Learning Assessment Committee is comprised of members of the faculty, staff and administration, including:

Associate Dean, Clinical Internship
Associate Dean, Pre-clinical Education
Associate VP, Institutional Effectiveness
Clinical Assessor
Dean, College of Chiropractic (LO, ex officio)
Director, Academic Assessment (co-chair)
Faculty, Clinical Education (co-Chair)
Faculty (7) – Representative of all College of Chiropractic departments

Planning and Effectiveness Committee – College of Chiropractic

The **Doctor of Chiropractic Program (DCP) Planning and Effectiveness** committee is a standing DCP committee whose role is to facilitate the operationalization of the program's goals and continuous improvement processes. The specific responsibilities of the committee are to:

- Develop and implement multi-year plans to operationalize program goals, including assigning and allocating college personnel, resources, and committees.
- Monitor the program's progress toward achieving established goals and disseminate progress reports to university constituents.
- Identify and assign divisional, college, and departmental initiatives in support of the DCP goals.
- Review internal and external recommendations for continuous improvement and recommend changes, edits or additions to facilitate ongoing alignment between the program operational plan and mission fulfillment.
- Ensure coordination between college-level budgeting and program planning to ensure necessary resources – human, physical, fiscal and capital – are allocated and used to support strategic priorities and the program mission.
- Convene subcommittees and work groups to support the implementation of strategic initiatives and activities.
- Monitor performance metrics for academic and non-academic operations, including aggregate student performance outcomes.
- Analyze data and inform the development of appropriate action steps.
- Conduct periodic reviews to ensure the effectiveness of performance measures and planning processes.

Meeting Frequency: Quarterly, or more often as needed

Committee Authority: Recommend

Accountability: Faculty, Clinical Education (co-chair) and Dean, College of Chiropractic (LO, co-chair) ⇒ Provost

The Doctor of Chiropractic Planning and Effectiveness Committee is comprised of members of the faculty, staff, and administration, including:

Associate Dean, Pre-clinical Education
Associate Dean, Clinical Internship
AVP, Institutional Effectiveness (ex officio)
Dean, College of Chiropractic (LO, co-chair)
Lead, Basic Sciences
Lead, Chiropractic Sciences
Lead, Clinical Education (co-chair)
Lead, Clinic Internship
Lead, Clinical Sciences

Policy Development and Review Committee

The **Policy Development and Review Committee** is a standing university committee whose role is to (a) advise the president and university community on policy development, (b) review and approve proposals for new policies, policy revisions and policy rescission, (c) ensure that policies are properly approved and implemented, and (d) to generally support the policy development and implementation process within university divisions and departments. In addition to this role, the committee is charged with:

- Ensuring all policies required by law or regulation are in place and up-to-date.
- Developing and implementing clear processes for proposing, approving, revising and disseminating policies.
- Ensuring consistency in the format and presentation of policies.
- Identifying conflicts between policies and eliminating such conflicts to the extent possible.
- Evaluating the impact of draft policy language on university operations and, where appropriate, making recommendations to support effective implementation.
- Identifying policies that require a supporting process document and ensuring such documents are created and disseminated.
- Ensuring policies provide a consistent, logical framework for university actions.

Compliance with policies resides with individual department heads and vice presidents who are responsible for establishing procedures and systems to ensure compliance.

Meeting Frequency: Monthly

Committee Authority: Recommend

Accountability: Associate VP, Student and University Affairs (chair and LO) ⇒ President

The Policy Development and Review Committee is comprised of members of the faculty, staff and administration, including:

Associate VP, Institutional Effectiveness
Associate VP, University Communications and Advancement
Associate VP, Student and University Affairs (Chair and LO)
Associate VP, Information Systems and Technology/CIO
Dean, College of Chiropractic
Dean, College of Naturopathic Medicine
Director, Diversity, Equity and Inclusion
Director, Financial Aid
Director, Risk Management
Executive Vice President
Faculty Senate Representative, Policy Committee Chair
Provost
Registrar
Vice Provost/Dean, College of Graduate Studies

Quality Patient Care Committee

The **Quality Patient Care Committee** is a university committee whose purpose is to support the UWS health center patient quality assurance plan. The specific responsibilities of the committee are to:

- Maintain a collection of quality patient care indicators.
- Establish and adjust, as appropriate, performance thresholds for indicators.
- Review patient quality assurance data on a quarterly basis.
- Recommend action steps to be taken for measures performing below the establish threshold.
- Provide input regarding patient feedback survey instruments and corresponding administration schedule.
- Provide input regarding chart audit instruments and corresponding administration schedule.
- Develop and implement process and procedures to examine chart audit inter-rater reliability and topics for clinician education.

Meeting Frequency: Once per term or more frequently as needed

Committee Authority: Recommend

Accountability: Clinical Supervisor (chair), ⇒ Associate Dean, College of Chiropractic, ⇒ Dean, College of Chiropractic, ⇒ Provost ⇒ President

The **Quality Patient Care Committee** is comprised of members of the staff and administration, including:

Associate Dean, Clinical Internship
Attending Clinician(s)
Chief Medical Officer (LO, ex officio)
Clinical Supervisor (Chair)
Dean, College of Chiropractic
Executive Director, Clinic Business Operations and Finance
Executive Director, Emergency Management, Safety, Security, and Campus Operations
Faculty Representative, Clinical Education
HIPAA Compliance Officer

Retirement Plan Advisory Committee

The **Retirement Plan Advisory Committee** is responsible for oversight of the university 403(b) 457(b) and 457(f) retirement plan investment portfolio and plan providers. The committee is also acting as a fiduciary within the meaning of Sections 402(a)(2) and 402(c)(3) of the ERISA. Committee responsibilities include administrative responsibilities and investment responsibilities:

Administrative Responsibilities:

- Make and enforce rules and prescribe procedures to ensure efficient plan administration of the retirement plan.
- Maintain all records necessary for plan administration.
- Determine guidelines for the amount of benefits payable and claims for benefits under the plans.
- Designate persons to carry out any fiduciary responsibilities of the plan administrator for the plans.
- Executing amendments to plan documents and/or policies as may be required by changes in applicable law and/or regulation.
- Executing amendments to plan documents as may be required by operational decisions resulting from the plan sponsor's changed objectives. Any plan document amendments impacting the operational cost of the plan shall be approved by the board.
- Communicate the plan's provisions to participants as required by applicable law and oversee information provided to participants on the nature and characteristics of the investment alternatives available in the plans to assist participants with making prudent asset allocation decisions and provide such additional information to participants pursuant to the provisions of section 404(c) and 404(a)(5) of ERISA, as applicable.
- Determining employee eligibility to participate in the plan in accordance with applicable plan document provisions.
- Enrolling participants in the plan in accordance with applicable plan document provisions.
- Ensuring the timely deposit of participant salary deferrals to the participants' separate accounts under the plan.
- Approving and administering participant loans and distributions in accordance with applicable plan document provisions.
- Preparing and reviewing consolidated financial reporting for the plan, including governmental reporting.
- Reviewing the plan's annual independent financial audit report and obtaining and maintaining the required fidelity bond.
- Retaining record-keepers/administrators, consultants, attorneys, auditors and other advisers to the plan as appropriate to assist with the aforementioned responsibilities.
- Monitoring and evaluating the record-keeper/administrator and other parties hired to perform delegated responsibilities to ensure reasonability of fees and appropriate execution of delegated responsibilities.
- Establishing policies and procedures to allocate reasonable expenses incurred by the plan.

Investment Responsibilities:

- Developing investment objectives, guidelines and performance measurement standards consistent with the needs of the investments of the plans as documented in an Investment Policy Statement.
- Selecting investment funds for the plans, ensuring their proper diversification and monitoring their performance against appropriate benchmarks.
- Determining default investment to be used if a participant does not make an investment election.
- Providing on-going monitoring concerning the investments of the plans in the context of established standards of performance, and taking whatever corrective action is deemed prudent

and appropriate if objectives are not being met or if policies and guidelines are not being followed.

- Monitoring the reasonableness of investment costs passed to plan participants.
- Retaining independent advisers and investment consultants as appropriate to assist with the aforementioned responsibilities.

Meeting Frequency: Quarterly

Committee Authority: Decide

Accountability: Chief Business Officer (chair) ⇒ Senior VP, Finance and Administration ⇒ President ⇒ Board of Trustees

The Retirement Plan Advisory Committee is comprised of the following individuals:

Administrative Staff Representative(s) Human Resources Generalist, Benefits Chief Business Officer (chair) Executive Director, Human Resources Faculty Representative(s) Retirement Plan Advisors (when needed) Senior VP, Finance and Administration (LO, ex-officio)
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Risk Management and Business Continuity Advisory Committee

The **Risk Management and Business Continuity Advisory Committee** serves as a forum to identify, analyze, prioritize, and mitigate enterprise risks facing the university. Committee's responsibilities include:

- Facilitate risk identification, analysis, prioritization, and mitigation strategies related to business continuity, disaster recovery, financial sustainability, technology, and other areas as appropriate.
- Identify and recommend divisions responsible for implementing and monitoring risk mitigation strategies.
- Ensure risk financing strategies balance retention of uninsured risk and those risks underwritten through commercial insurance in a manner consistent with available financial resources.
- Maintain a university risk register.
- Review emerging university risk for risk management treatment.
- Develop systems and training so that faculty, students, and staff are aware of their responsibilities regarding risk as members of the university community.
- Coordinate risk related information and training and disseminate to members of the university community.

Meeting Frequency: Monthly or more often as needed

Committee Authority: Recommend

Accountability: Director of Risk Management (co-chair) and Senior Vice President for Finance and Administration/CFO (co-chair) → President

The Risk Management and Business Continuity Advisory Committee is comprised of the following individuals:

Chief Business Officer
Chief Information Officer
Director of Risk Management (co-chair)
Executive Director of Budget and Resource Planning
Executive Director of Emergency Management, Safety, Security, and Campus Operations
Senior Vice President for Finance and Administration/CFO (co-chair and Liaison Officer)
Representative, Clinic system
Representative, Academics

Safety and Security Committee

The **Safety and Security Committee** promotes maintenance of a healthy and safe environment for faculty, staff, students and visitors on campus and at off-campus clinics. Committee responsibilities include:

- Reviews data on the state of the campus environment and assess the effectiveness of university safety measures, training
- Recommend types of training for employees and students on emergency, safety and security protocols.
- Are considered vital parts of the crisis response team

Meeting Frequency: Once per quarter

Community Authority: Recommend

Accountability: Executive Director, Emergency Management, Safety, Security and Campus Operations (chair) ⇒ Senior Vice President, Finance and Administration ⇒ President

The Safety and Security Committee is comprised of the following individuals:

Associate VP, Student and University Affairs (Title IX Coordinator)
Auxiliary Services Director
Chief Medical Officer
Dean, College of Chiropractic
Director, Capital Planning, Development and Operations
Director, Community Engagement
Director, Diversity, Equity and Inclusion
Director, Human Resources
Director, Risk Management
Executive Director, Emergency Management, Safety, Security and Campus Operations (chair)
Student Representative(s) (when applicable)

Space Planning Committee

The **Space Planning Committee** serves in an advisory capacity charged with gathering information, reviewing, discussing, and analyzing physical facilities planning. The committee makes recommendations on matters concerning campus facilities and space to (A) meet the institution's operational and strategic priorities, (b) address requests and identified needs, and (c) re-assign or make functional changes to space.

The **Space Planning Committee** meets regularly to:

- Reviewing requests for space; new, augmented, and and/or change of use.
- Facilitate comprehensive gathering of information to support space planning and management.
- Develop effective procedures, guiding principles, policies, and resource recommendations to manage campus space which impact students, employees, and community members.
- Develop short and long-term strategies to maximize the use of campus space and meet the needs of programs, student, faculty, and staff.
- Ensure that space planning adheres to university core values, diversity, equity and inclusion efforts and strategic priorities.
- Recognize and consider revenue and cost impacts in making recommendations for projects and modifications.
- Support the mission of the university by engaging in discussion about existing space needs and future growth opportunities.

Occasionally, the **Space Planning Committee** may create ad hoc work groups to examine issues and create recommendations for the committee or university leadership to consider.

Meeting Frequency: Quarterly

Committee Authority: Recommend

Accountability: Administrative Manager, Office of the President (chair) ⇒ Executive Vice President/Chief Strategy and Innovation Officer (LO) ⇒ President

The **Space Planning Committee** is comprised of members of the staff and administration, including the following individuals:

Administrative Manager, Office of the President (Chair)
Dean, College of Chiropractic
Dean, College of Naturopathic Medicine
Development Officer
Executive Vice President (LO, ex-officio)
Executive Director, Budget and Resource Planning
Executive Director, Clinic Business Operations & Finance
Executive Director, Emergency Management, Safety, Security and Campus Operations
Executive Director, Human
Scheduler/Academic Affairs Assistant
Student Affairs Representative
Vice Provost/Dean, College of Graduate Studies