

Governance in University College

University College is the academic unit at IUPUI that provides a common gateway to the academic programs available to entering students. University College coordinates existing university resources and develops new initiatives to promote academic excellence and enhance student persistence. It provides a setting where faculty, staff, and students share in the responsibility for making IUPUI a supportive and challenging environment for learning.

University College will achieve its mission through the following principles:

- Promotion of student learning
- Focus on individual student success
- Establishment of its own traditions and recognition of accomplishments
- Provision of a quality first year experience
- Development of strong connections with the degree-granting units
- Commitment to faculty and staff development
- Creation of a community that values diversity
- Implementation of collaborative governance built on individual responsibility
- Commitment to intentional reflection and assessment

University College faculty, staff, and students are committed to collaborative governance in fulfilling the mission of the College and in realizing the principles that guide work with students.

The following tenets of collaborative governance have been adopted by the faculty, staff, and students of University College:

- Several groups within University College have expertise to contribute to University College and a stake in its outcomes.
- Decision making is horizontal, not vertical, and those with the best perspective on a given issue should have the greatest input.
- Collaborative governance moves forward the collective agenda within University College and beyond.
- The University College governance structure must link with campus/university governance structures.
- Collaborative governance promotes linkages with similar interests across campus and throughout the university.
- Decision making is a process that requires both input and feedback.

The Steering Committee serves as a board of advisors to the Executive Committee providing general direction for the College.

The University College Steering Committee is composed of members representing the following:

- Faculty member appointed from the Executive Committee
- Advisor (representative and alternate)
- University College clerical staff (representative and alternate)
- University College professional staff (representative and alternate)
- University College administration
- University College mentors (representative and alternate)
- University College orientation leaders (representative and alternate)

The Mission Statement of the University College Steering Committee is:

We Are: Liaisons to and from constituent groups (administration, faculty, staff, advisors, orientation, and mentors).

Our Mission Is To: Enhance student learning by (1) empowering faculty, staff, and students through collaborative decision making; (2) fostering unity and support among University College (constituent groups); and (3) creating a learning organization for all members of University College.

We Do This By: (1) reviewing policies and procedures; (2) implementing and assessing collaborative governance; (3) serving as advisory board to the Executive Committee; and (4) giving and receiving ongoing feedback from our represented constituent groups before, during, and after decisions are implemented.

**Bylaws of the Faculty Assembly
University College
Indiana University–Purdue University Indianapolis**

SECTION I. FACULTY

Subsection 1. Definition

The faculty of University College, Indiana University–Purdue University Indianapolis (henceforth known as the Faculty) shall consist of the faculty who hold appointments in University College. The faculty, when meeting as a whole, shall be known as the faculty assembly.

All faculty are eligible to vote at meetings of the University College faculty assembly, and at meetings of committees and task forces of which they are a member.
(See *Defining the Responsibilities, Roles and Recognition of University College Faculty* appended.)

Subsection 2. Classification of Membership

Senior Faculty
Adjunct Faculty
Lecturers

Subsection 3. Certification of the Faculty

As appointments by the trustees, resignations, retirements, or terminations occur, the dean shall communicate to the Executive Committee changes in the status of each person holding a faculty appointment.

SECTION II. LEGISLATIVE AUTHORITY OF THE FACULTY

Subsection 1. Definition of Legislative Authority

Legislative authority means the power to establish general policies and to determine procedures for their implementation subject to the approval of the Board of Trustees of Indiana University, the laws of the State of Indiana, and other provisions of these bylaws.

Subsection 2. General Sources of Authority of the Faculty

In accordance with the laws of the State of Indiana and, in particular, the authority granted to the Trustees of Indiana University to delegate to the faculty and to university officials such authority as they may possess, such delegation being always revocable and the exercise of delegated authority remaining at the trustees' pleasure and subject to their approval, these bylaws confirm and establish in the faculty the responsibilities and duties herein specified.

In accordance with long-standing U.S. traditions in higher education, primary authority in matters of academic policy resides with the faculty.

Subsection 3. Specific Legislative Authority of the Faculty

Without implied limitation on the general legislative authority of the faculty by failure of enumeration below, the faculty's legislative responsibilities and duties related to academic policies within University College are:

- a. Standards for student admission, placement, and academic standing
- b. Curriculum, course content, and examination procedures
- c. Grading, student evaluation, and grading appeals

In addition to these, the faculty has interests, legislative responsibilities, or duties overlapping those of the University College administration in the following areas:

- a. Student conduct and discipline
- b. Student grievances against faculty
- c. Faculty appointments/reappointments
- d. Faculty status, conduct, and discipline
- e. Faculty grievances
- f. Privileges and general welfare of the faculty
- g. Appointment and retention of academic administrative officers
- h. Scholarships
- i. Class scheduling
- j. Research and public service
- k. Academic organization/reorganization
- l. Physical facilities and budgeting insofar as they relate to academic objectives
- m. All other policies and procedures affecting the faculty and its academic mission
- n. All other policies and procedures affecting the students and their academic progression
- o. All other policies and procedures affecting advising and academic support

SECTION III. ADMINISTRATION

Subsection 1. Administration

The faculty recognizes that the dean of University College (henceforth known as the Dean) is the chief administrative officer of University College. Associate and assistant deans are appointed by, act on behalf of, and are responsible to the dean. The dean, together with the associate and assistant deans, comprise what is referred to herein as the University College administration (henceforth known as the Administration).

Subsection 2. Duties and Responsibilities of the University College Administration

The dean shall:

- a. Be the chief administrative officer of University College
- b. Allocate budgetary resources
- c. Collaborate with the Executive Committee to revise faculty appointment guidelines as necessary
- d. Make the final selection of all faculty appointments
- e. In the fall of each year and in collaboration with the Executive Committee, articulate to the faculty the major issues to be considered over the coming year
- f. At least once each semester, report on the state of University College at a meeting of the faculty assembly
- g. Request the Executive Committee to add agenda items for meetings of the faculty assembly
- h. Communicate to the faculty all matters concerning the responsibilities, duties, and academic and professional welfare of the faculty that come before University College and the university
- i. Provide guidance to the University College Steering Committee
- j. Provide a summary and recognition to home schools on activities and accomplishments in teaching, service, and/or research related to University College appointments

The faculty recognizes the responsibilities and duties of the administration as including but not limited to:

- a. Carrying out the policies adopted by the faculty within its authority to act
- b. Proposing procedures to the faculty for implementing each policy
- c. Proposing policies to the faculty for its consideration

Subsection 3. Evaluation of Administrators

The Executive Committee, on behalf of the faculty, will provide feedback to the administration on its performance. There will be three types of evaluation:

- a. Continuous feedback to the administration of its performance
- b. Periodic formal evaluation of each assistant and associate dean every three years
- c. Evaluation of the dean every five years according to university policy

While the mechanism for this evaluation may vary, the mechanism must:

- a. Be approved by the Executive Committee
- b. Involve input from the faculty
- c. Evaluate the administration in the context of the tasks for which it is responsible

The Executive Committee shall provide a summary of the evaluation of the administration to the dean and faculty.

SECTION IV. EXECUTIVE COMMITTEE

The Executive Committee will include five senior faculty members elected by the faculty, each for a two-year term, the dean, and associate dean. The terms will be staggered with three persons to be elected in one year and two in the succeeding year. Members shall be elected at the last regularly scheduled meeting of the appropriate academic year. In the absence of a meeting at the scheduled time because of unforeseen circumstances, an electronic ballot will be utilized. The terms of service shall be two years, to commence at the end of the spring semester (or May 31) prior to the start of the fall semester after the election. No Executive Committee member shall be eligible for a third consecutive complete term. In the event a member cannot complete his or her term, the committee will create an ad hoc subcommittee to choose a successor. The Executive Committee in collaboration with the dean shall:

- a. Serve as representatives of the faculty with higher administration or the trustees
- b. Receive, review, initiate, or make recommendations concerning proposals relating to the general welfare of the faculty
- c. Receive, review, initiate, or make recommendations concerning proposals relating to administrative practices and policies
- d. Review the long-range plans of University College and advise the dean on them
- e. Call special meetings of the faculty assembly as necessary
- f. Propose an agenda for each meeting of the faculty assembly
- g. Conduct balloting as necessary
- h. Appoint one of its members as liaison to each standing academic committee
- i. Communicate to the faculty all matters concerning the responsibilities, duties, and academic and professional welfare of the faculty that come before University College and the university
- j. Preside over meetings of the faculty on a rotating basis
- k. Maintain contact with the University College representative on the IUPUI Faculty Council
- l. Determine assessment needs and assign responsibility for such assessment
- m. Monitor diversity within University College, particularly regarding staff and student leadership
- n. Perform other appropriate duties

In addition, the Executive Committee shall:

- a. Elect one member to serve as a chair of the Executive Committee
- b. Prepare and distribute the agendas of all faculty meetings as prescribed in these bylaws
- c. Prepare, distribute, and verify ballots for all elections conducted by the faculty
- d. Prepare and distribute minutes of all faculty meetings within five days after each meeting

SECTION V. MEETINGS OF THE FACULTY ASSEMBLY

Subsection 1. Regular Meetings

Regular meetings of the faculty should be held at least once each month during regular semesters at a date and time set by the Executive Committee.

Subsection 2. Special or Emergency Meetings

A member of the faculty who has obtained the signatures of 15 percent or more of the members of the faculty in support of such a meeting may call for such a meeting. If such a meeting has been requested, the Executive Committee shall call such a special meeting within ten regular class days after the request is received, with notice being given to the faculty at least three regular class days prior to the meeting date. The issue of the petition shall be the sole order of business of the special meeting.

Subsection 3. Retreats

At least once each academic year, the dean shall facilitate a retreat of the faculty to review and plan issues of importance for University College.

Subsection 4. Attendance at Meetings

Meetings of the faculty shall be open. The faculty may elect by majority vote to close meetings.

Subsection 5. Executive Sessions

At any meeting, the faculty may declare itself in executive session, excluding all visitors not explicitly designated for attendance at the executive session.

Subsection 6. Order of Business

The normal order of business at each regular meeting of the faculty shall be:

- a. Call to order
- b. Approval of minutes of the last meeting
- c. Acceptance of the agenda
- d. Reports offered by the dean and Executive Committee
- e. Business agenda for the day
- f. Reports of committees
- g. Adjournment

(Memorial resolutions may appear on the agenda in any position chosen by the Executive Committee.)

Subsection 7. Agenda

a. Preparation and Distribution. The agenda for each regular meeting of the faculty, as prepared by the Executive Committee, shall be distributed before that meeting or convocation. The agenda shall indicate what issues and documents are to be dealt with as reports, discussion items, or action items.

b. Modification. The agenda prepared by the Executive Committee may be modified by the faculty by consent or by a majority vote, except that only subjects specifically listed in the announced agenda for a special meeting may be considered at that meeting.

Subsection 8. Voting

Faculty Voting Guideline:

- a. Eligibility.** All senior and adjunct faculty and lecturers are eligible to vote.
- b. Quorum.** A quorum of the faculty assembly shall consist of 25 percent of the voting members.
- c. Majority.** A simple majority shall suffice to prevail unless otherwise specified in the bylaws.
- d. Paper Ballots.** Any member of the faculty may move to have a paper ballot of the faculty on any issue requiring a vote of the faculty.
- e. Destruction of Ballots.** After a vote on any issue before the faculty assembly or any faculty committee has been made and accepted, a motion may be made to destroy the ballots. If such a motion is made and passed, the ballots shall be destroyed, with a record of the vote maintained.
- f. Electronic Balloting.** Electronic balloting can be utilized when necessary.
- g. Reconsideration.** If ten voting members of the faculty shall make known that they wish an item which was previously considered by the Executive Committee to be reconsidered at a meeting of the faculty assembly or referred to the entire faculty, then the matter shall be handled in whichever of these manners is chosen by the petitioners.

Subsection 9. Rules of Order

Robert's Rules of Order shall govern the conduct of meetings of the faculty, except as specifically provided in the bylaws.

SECTION VI. COMMITTEES OF THE FACULTY

Subsection 1. General Operation of Committees

a. Membership. Any member of the faculty may be appointed to serve on any committee. Committee membership within University College is not limited to University College faculty. Other faculty and staff will be appointed to committees when appropriate. Anyone appointed to a

committee is eligible to vote within the committee to which they have been appointed. Administrators appointed to ex officio status are ineligible to vote.

b. Committee Chairs. Unless otherwise specified in these bylaws, each committee shall elect its own chair. The chair should, if possible, be a member with previous experience on the committee to ensure continuity. If the chair is unable to attend a University College faculty assembly, he or she shall find someone to represent the committee in the meeting.

c. Subcommittees. Within the boundaries of its authority, each standing committee shall have the power to establish subcommittees. The membership of a subcommittee may be drawn from outside the parent committee or from outside University College or the university, but the chair of a subcommittee shall always be a member of the parent committee. Subcommittees should be set up to address various issues and goals, move through the issues in a timely fashion, and to give faculty and staff members specific tasks to be accomplished, thereby involving everyone directly and specifically in the work of the parent committee.

d. Reporting Function. Each committee will record its decisions and deliberations each time it meets and will provide an annual report to the dean on its activities.

Subsection 2. Standing Academic Committees

a. University College Academic Policies and Procedures Committee

1. Membership. The members of this committee shall consist of at least five senior or lecturer faculty; the University College representative to the IUPUI Academic Policies, Procedures and Documentation Committee; and three staff members appointed by the dean and Executive Committee.

2. Duties and Responsibilities. The committee will review existing academic policies and procedures for admissions protocols, retention guidelines, and other matters as necessary, and will work with appropriate groups if review warrants changes to existing policy or practices.

b. University College Curriculum Committee

1. Membership. The members of this committee shall consist of at least six senior or lecturer faculty and three staff members appointed by the dean and Executive Committee. The associate dean and the assistant dean of academic affairs shall serve as ex officio members of the committee. Additional faculty and staff will be invited to join the committee, and the appointments will be confirmed by the dean and Executive Committee.

2. Duties and Responsibilities. The committee will provide oversight for all credit-bearing courses and academic support programs of University College, including New Student Orientation, mentoring, and the Summer Academy.

c. University College Faculty Roles, Responsibilities, and Recognition Committee

1. Membership. The members of this committee shall consist of at least seven senior or lecturer faculty appointed by the dean and Executive Committee. The committee shall include at least one adjunct faculty member. The associate dean shall serve as an ex officio member.

2. Duties and Responsibilities. The committee will:

- a. Provide advice and guidance to the faculty on issues related to faculty roles, responsibilities, and recognition regarding teaching, service, and research
- b. Function as a nominating committee for all elected positions and standing academic committee appointments
- c. Review nominations for senior and adjunct faculty appointments and make recommendations to the dean
- d. Participate in search and screen procedures for new lecturer appointments
- e. Review awards
- f. Advise on professional staff development
- g. Serve as a link between the rest of campus and University College on issues of faculty development
- h. Collaborate the role and accomplishments of University College to the rest of campus
- i. Promote faculty development in first-year experience courses

d. University College Planning and Budgetary Affairs Committee

1. Membership. The members of this committee shall consist of at least five senior or lecturer faculty, as appointed by the Executive Committee. The dean and fiscal officer shall serve as ex officio, nonvoting members.

2. Duties and Responsibilities. The committee shall serve as the primary deliberative body of the faculty with respect to all issues related to long range planning and resource allocation. The committee shall advise the dean in assessing resource needs, in allocating financial resources, and in establishing fiscal priorities.

e. University College Scholarships and Awards

1. Membership. The members of this committee shall consist of at least three senior, adjunct or lecturer faculty, and two academic advisors, appointed by the dean and Executive Committee. The associate dean of academic affairs shall serve as ex officio member and provide the budgetary oversight and work in collaboration with the assistant dean of Development, Operations and Employee Relations.

2. Duties and Responsibilities. The committee will review existing scholarships and recommend criteria and procedures for awarding scholarships, establish scholarship priorities for University College, publicize scholarship opportunities, oversee the selection process for

awards, assess impact of awards on meeting the mission of IUPUI and of University College, assist University College leadership in identifying potential donors.

Subsection 3. Ad Hoc Committees and Task Forces

The faculty assembly and the Executive Committee may establish such ad hoc committees or task forces as they see fit, save that no ad hoc committee shall be established without a specific term and mandate. The membership of an ad hoc committee may be drawn from outside University College or the university.

SECTION VII. DOCUMENTS

Subsection 1. Amendment to and Revision of these Bylaws

Amendment to and revision, including deletion, addition, or substitution, of these bylaws shall be discussed at a faculty meeting. The vote shall require an electronic ballot of the faculty. Approved amendments and revisions shall become a part of this document or replace this document, as appropriate, and copies of them shall be transmitted to the dean of faculties of the university and the president of the IUPUI Faculty Council for information.

Subsection 2. Standing Committee Operating Procedures

Each standing committee of the faculty will prepare and maintain through continual review a document describing its operating procedures. Amendment to and revision of each document must be approved by the faculty via the Executive Committee.

Adopted October 6, 2000
Amended November 17, 2006
Amended March 12, 2010

Approved by University College Faculty, October 21, 1998
Amended: March 8, 2002; May 12, 2006

DEFINING THE RESPONSIBILITIES, ROLES, AND RECOGNITION OF UNIVERSITY COLLEGE FACULTY

MISSION

University College is the academic unit at IUPUI that provides a common gateway to the academic programs available to entering students. University College coordinates existing university resources and develops new initiatives to promote academic excellence and enhance student persistence. It provides a setting where faculty, staff, and students share in the responsibility for making IUPUI a supportive and challenging environment for learning.

PRINCIPLES

University College will achieve its mission through the

- Promotion of student learning
- Focus on individual student success
- Establishment of its own traditions and recognition of accomplishments
- Provision of a quality first year experience
- Development of strong connections with the degree-granting units
- Commitment to faculty and staff development
- Creation of a community that values diversity
- Implementation of collaborative governance built on individual responsibility

PREAMBLE

In support of the University College mission and principles, University College faculty are committed to enhancing and improving undergraduate education for students in all units, to supporting interdisciplinary studies, and to promoting academic and scholarly excellence. Unique to University College is the faculty's focus on creating a community distinguished by multi-disciplinary faculty involved with students through effective mentoring, rigorous teaching, and responsible curriculum design. University College Faculty play a major role in making decisions that direct University College governance and operations, supporting curriculum development, and serving as ambassadors to the campus and community.

I. UNIVERSITY COLLEGE FACULTY APPOINTMENT CRITERIA AND PROCEDURES

A foundational premise of IUPUI's University College is that faculty must be centrally engaged in creating, guiding and implementing all initiatives for entering students. While University College does not have its own tenured faculty lines, three distinct types of faculty roles have been designed to create a unique Faculty which is broadly representative of the various academic units at IUPUI.

Types of Appointments: There are three types of faculty appointments within University College, **Senior Faculty, Adjunct Faculty, and University College Lecturers.**

Senior Faculty

The Senior Faculty of University College is composed of 40 individuals drawn from the ranks of tenured and clinical senior faculty in the degree-granting academic units at IUPUI. Appointment is competitive and based on the criteria stated below. The senior faculty provide comprehensive leadership for curricular and academic policy issues.

Appointment criteria for University College Senior Faculty

- Tenure or senior clinical appointment in an academic unit at IUPUI;
- Demonstrated commitment to undergraduate learning;
- Written support from the individual's primary academic unit;
- Professional interests and expertise that support the current needs of University College;
- Strong commitment to the mission of University College.

Length of Appointment

Appointment as a University College Senior Faculty Member will normally be made for a three-year renewable term. There is no limit on the number of terms a senior faculty member can serve.

Adjunct Faculty

Adjunct Faculty appointment to University College represents a mechanism for recognizing individuals whose campus responsibilities and contributions directly support the mission of University College (e.g., teaching a First Year Seminar, significant committee service, involvement in assessment, or other special projects). The number of Adjunct Faculty appointments and the level and nature of their involvement in University College will vary. This faculty appointment implies a more limited range of responsibilities within University College.

Appointment criteria for University College Adjunct Faculty

- Have regular assigned campus responsibilities which relate to the mission and programs of University College;
- Demonstrated commitment to undergraduate learning;
- Support from the individual's primary academic unit;
- Professional interests and expertise that support the current needs of University College;
- Strong commitment to the mission of University College.

Length of Appointment

Appointment as a University College Adjunct Faculty member will normally be made on a one- to three-year renewable basis.

University College Lecturers

While University College does not make its own tenured faculty appointments, like other academic units on campus, it does make a number of term, resident faculty appointments at the rank of Lecturer. In addition to teaching University College courses, these faculty often teach freshman courses in their respective fields. Appointments are subject to appointment and review processes of the campus and the home academic department if any.

Appointment criteria for University College Lecturer

- Academic credentials which meet criteria for appointment as lecturer;
- Demonstrated commitment to undergraduate learning;
- Professional interests and expertise that support the current needs of University College;
- Strong commitment to the mission of University College;
- Ability to teach freshman courses in respective discipline as well as University College courses.

Length of Appointment

Appointment as a University College Lecturer will normally be made on a one- to three- year renewable basis.

NOMINATION AND APPOINTMENT PROCEDURES

The University College Faculty Roles, Responsibilities, and Recognition Committee receives and reviews nominations for senior and adjunct faculty appointments and makes recommendations to the Dean, who, in consultation with the Executive Committee, will make the final selection and appointments. Members of the committee participate in Search and Screen procedures for new lecturer appointments.

ANNUAL REPORT

All faculty members are asked to complete a brief annual report that documents personal accomplishments and involvement with University College, thus allowing University College to more effectively document its accomplishments to external audiences. Additionally, the annual report provides information for the Dean to provide a summary and recognition to the home school on activities and accomplishments in teaching, service, and/or research related to the University College appointment.

II. THE ROLES AND RESPONSIBILITIES OF UNIVERSITY COLLEGE FACULTY

A. General Expectations of Faculty

All appointed faculty are expected to understand the mission of University College, actively contributing to the continuous improvement of its programs and services for students. All faculty are eligible to vote at meetings of the University College Faculty Assembly, and at meetings of committees and task forces of which they are a member.

Roles and Responsibilities of Senior Faculty

- Provide strong campus leadership based on principles on which University College was founded;
- Promote the mission, contribute to the understanding of University College and augment its effectiveness, via communication with their home unit, the campus, and the community as a whole;
- Participate in regular UC faculty assembly meetings, semi-annual retreats, and other events;
- Make significant contributions to the work of committees, task forces and other projects for which one is responsible;
- Review and, where appropriate, respond to UC communications and requests for information, and contribute to the preparation of University College proposals and reports;
- Assume a unique set of responsibilities, reflecting his/her individual interests and expertise in support of current UC needs and priorities. (see following examples)

Roles and Responsibilities of Adjunct Faculty

- Promote the mission of University College in ways which reflect his/her individual interests, expertise, and regular IUPUI position assignments;

- Encouraged to attend University College faculty assembly meetings, semi-annual retreats, and other events;
- Encouraged to serve on standing and ad hoc committees;
- Review and, where appropriate, respond to UC communications and requests for information.
- Make additional contributions to the mission of University College in ways reflective of his/her individual interests and expertise. (see following examples)

Roles and Responsibilities of University College Lecturers

- Teach assigned University College courses;
- Complete annual administrative assignments;
- Participate in regular University College faculty assembly meetings, semi-annual retreats, and other events;
- Contribute to the work of assigned committees and task forces;
- Review and, where appropriate, respond to University College communications and requests for information;
- Promote the mission and provide information about University College to campus and home academic unit;
- Make additional contributions to the mission of University College in ways reflective of his/her individual interests and expertise. (see following examples)

B. Additional expectations for Senior Faculty

Typically, senior faculty will be expected to provide greater professional service contributions to University College. In recognition of their comprehensive engagement and leadership, a \$1000 faculty development stipend is made available annually for each senior faculty member.

C. Examples

The following are *examples*, organized along the lines of traditional faculty roles, which illustrate how UC faculty may contribute to the mission and programs of University College.

Service

- Serve on standing and ad hoc committees that set policy, conduct faculty governance, and contribute to the administration and program implementation of University College. This includes, but is not limited to:
 - Standing committees established by the faculty (e.g., Budgetary Affairs; Faculty Roles, Responsibilities, and Recognition; Academic Policies and Procedures; Curriculum Committee; Executive Committee)
 - Special purpose University College committees (e.g., PEW Self-Study; Search and Screen)
 - Advisory Committee for University College programs (e.g., Orientation, Mentoring Center, BookMarks, Advising, College Preparatory Initiatives)
- Collaborate with University College advisors in enhancing the quality of academic advising and mentoring, and the coordination of advising between University College and Schools;

- Participate in and make presentations for University College programs (e.g., student orientation sessions, University College Learning Communities Colloquium, Scholars Day, and high school outreach activities);
- Serve as a mentor to University College students to assist them in their career choices, help them understand the academic requirements for specific careers, and offer them personal encouragement in achieving their career goals;
- Represent University College in community outreach activities by educating the larger Indianapolis metropolitan community, including high school teachers, administrators, counselors, and students about the importance and necessity of higher education and the pre-conditions for academic success in college;
- Represent University College on campus committees that impact University College (e.g., PRAC, Academic Affairs, Enrollment Management, Faculty Council, FASPAC);
- Serve as a University College liaison to inform colleagues and administrators in home unit and other IUPUI schools about the purpose, needs, and accomplishments of University College.

Teaching

- Teach University College courses;
- Serve as a resource for University College courses:
 - Help implement new teaching strategies
 - Help integrate innovations in technology
- Develop new courses for the instruction of University College students;
- Provide leadership for the continued development and improvement of First Year Seminar and/or Critical Inquiry;
- Contribute to sustaining or improving effective undergraduate teaching and learning in general education courses at IUPUI;
- Attend and/or participate in presentations/seminars, regional, or national conferences that contribute to the improvement of undergraduate learning.

Research

- Contribute to the development, maintenance, and analysis of data concerning University College students, as related to assessment of University College in fulfilling its stated mission;
- Design, conduct, and disseminate research that:
 - Informs the development of the first year studies curricula at IUPUI, including the identification of new instructional technologies and pedagogical practices and the assessment of their effectiveness in improving undergraduate learning
 - Promotes the improvement of undergraduate learning
 - Relates to the assessment of University College programs, faculty, and staff
- Disseminate research findings at University College events; university, national, and international conferences; and through publications;
- Publish research findings in peer-reviewed journals.

III. RECOGNITION AND REWARDS

The Senior Faculty, Adjunct Faculty, and University College Lecturers, should be recognized and rewarded for their participation in University College. Appointment to University College is a highly selective recognition of faculty who have demonstrated concern for improving undergraduate education.

Recognition for the contributions and accomplishments related to University College may include:

- Acknowledgement of accomplishments and professional expertise on the University College web home page, in the manual, and in other published media;
- University College-initiated nominations for appropriate campus and university level teaching, service, and research awards;
- Letters of support and appreciation from University College administrators and campus level leadership.

Rewards for University College faculty may include:

- Personal satisfaction gained from supporting their students, many of whom are first generation, to benefit from their University experience;
- Unique opportunities for collegiality in a community of peers focused on improving student academic success;
- Opportunities for research assistance and technology support;
- Grant opportunities for professional development and curriculum development, including faculty fellowships;
- Opportunities for travel to conferences for University College-related professional development;
- Symbolic tokens acknowledging University College Faculty status and accomplishments such as certificates of appreciation, medals for academic regalia, etc.