

**FACULTY SENATE AND UNIVERSITY ASSEMBLY**  
**UNIVERSITY OF MISSOURI – ST. LOUIS**

**SELF-STUDY REPORT**

**FALL 2011**

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# Faculty Senate/University Assembly

## Administrative Review

### 1. Overview:

#### History:

Shared governance has been the norm at the University of Missouri-St. Louis since shortly after the creation of the campus in 1963. The authority of the Faculty Senate and University Assembly to act on behalf of the faculty of the campus is granted through delegation of responsibility as set forth in the *Collected Rules and Regulations of the University of Missouri* 300.040.A.2. The Faculty Senate is guided by its bylaws as included in the *Collected Rules* (300.040.C) and the University Senate follows its bylaws stated in the *Collected Rules* (300.040.D).

Prior to 2000 shared governance on the campus was conducted under the auspices of a University Senate, which included representation of the regular (tenured and tenure-track) faculty, students, and administration. An unofficial Faculty Council met to discuss issues of particular interest to the faculty, but it had no authority to act on behalf of the faculty. During the 1999-2000 academic year, the faculty voted to eliminate the University Senate and the Faculty Council in favor of the officially recognized governance structure that exists today.

#### Organizational Structure:

The make-up of the Faculty Senate/University Assembly is unique in that it is constantly changing. The Senate Chairs are elected for one-year terms, though many are elected for a second term. Since the Senate's last 5-year review, the following faculty members have dedicated their time as Senate Chairs:

2007	Dr. Timothy Farmer
2008 – 2010	Dr. Matthew Keefer
2010 – 2012	Dr. Michael Murray

From 2007 until the present, some staff changes have also occurred. At one time, the Senate Office was supported by two staff positions. Due to budget constraints, one Senate assistant's position was eliminated in 2008. In December 2008, the person serving as the Senate's executive assistant for many years retired after 25 years of service to the university. In April 2009, a new executive assistant was hired for the Faculty Senate.

## **Information Dissemination:**

The Faculty Senate and University Assembly follow *Robert's Rules of Order* in the conduct of its meetings, with guidance from a parliamentarian appointed by the Senate chairperson. All meetings of the Faculty Senate, University Assembly, and their committees are open to the public, except where personnel matters or other issues that require confidentiality are discussed. The Senate meets each month of the academic year and the Assembly meets "every other" month during the academic year. Committees meet as often as needed; their schedules are set by the committee membership. During the summer months, the Steering Committee is designated to act on behalf of the Senate and Assembly if a decision is required before the full bodies meet in the new academic year.

One of the important roles of the Senate is its relationship to the IFC as a conduit of information from the UM Board of Curators meetings to the faculty. The Chancellor reports on the Board of Curators meetings, of course, but the faculty senate's "take" on all issues discussed by the Board of Curators is important to the faculty. The campuses rely on feedback from the Senate leadership at the system level for a fuller sense of what is going on there.

The Chancellor is invited to give a report at each meeting of the Senate and the Assembly. During the period covered by this study the chancellor and many administrative officers have taken advantage of this opportunity to provide information to the membership, answer questions of concern to the campus community, and receive input.

The president of the Student Government Association is invited to report at each meeting of the University Assembly. These student leaders have taken this opportunity very seriously and have used it to voice their concerns to the faculty and administration, to provide information about student-sponsored events, and to exchange information and insights with the Assembly members.

The president of the Staff Association is also invited to make a report to the University Assembly. The staff appreciates the opportunity to share their information and provide input to issues of the campus community.

## **Committees:**

The Faculty Senate/University Assembly does not have reporting units, but does have the following committees that make recommendations to the Senate and the administration:

### **Joint Committees:**

- Bylaws and Rules
- Steering Committee

### Faculty Senate Committees:

- Academic Advisory
- Appointments, Tenure and Promotion
- Assessment of Educational Outcomes
- Committee on Committees
- Curriculum and Instruction
- Faculty Teaching and Service Awards
- Issues of Tenure Removal
- Promotion of Non-Tenure Track Faculty
- Research Dishonesty
- Research Policy
- Research – Fall Panel
- Research – Spring Panel
- University Libraries

### University Assembly Committees:

- Administrator Evaluation
- Budget and Planning
- Information Technology
- Physical Facilities, Space and General Services
- Recruitment, Admissions, Retention and Student Financial Aid
- Student Affairs
- Student Publications

### **Facilities:**

The Faculty Senate Office was previously located in 258 General Services Building, but moved to 507 Tower in August 2009. The newly renovated office is now centrally located and closer to faculty in the center of the North campus.

## 2. **Mission and Goals:**

### **Mission:**

The members of the University Assembly and the Faculty Senate advance the mission of the University of Missouri-St. Louis by contributing their time, talents, insights, and experiences to the governance of the campus. On behalf of an intellectually and culturally diverse campus community, the Senate has primary responsibility for making educational policy decisions to create a rigorous, innovative, student-oriented environment for learning, research, and community service. The Senate and Assembly together and through their committees advise the Chancellor and other senior administrators on matters related to students, faculty and staff. Through these efforts the Senate and Assembly strive to make UM-St. Louis a premier public urban research university. (*Adopted at the joint meeting of the University Assembly and Faculty Senate, September 4, 2007.*)

## **Relationship to Current Campus Goals:**

### **UMSL's Gateway for Greatness (G4G) Program and Strategic Planning**

The Faculty Senate and University Assembly are active participants in all campus review and enhancement programs. They are playing an active leadership role in the Gateway for Greatness Program as well in all assessment programs addressing academic effectiveness and in its important oversight role for all faculty reviews.

### **3. Processes and Performance:**

#### **Committee Responsibilities**

##### **Faculty Senate Committees**

###### Academic Advisory

This committee has the general responsibility for making recommendations to the vice chancellor for academic affairs on academic issues, including recommending policies and procedures regarding academic instruction and advising.

###### Appointments, Tenure, and Promotion

This committee's responsibilities include:

- Review of initial academic appointments that are to include tenure before recommendation to the chancellor
- Tenure recommendations for faculty holding term appointments, and recommendations for promotion above the rank of assistant professor
- Establishing, developing, and maintaining, with appropriate administrative officers, the highest standards of faculty quality

###### Assessment of Educational Outcomes

This committee has responsibility for:

- Making recommendations concerning policies in the area of assessment of educational outcomes and related matters
- Reviewing and advising on policies and procedures in this area and recommending changes where appropriate

###### Bylaws and Rules

Even though the committee on Bylaws and Rules is designated as a Senate committee, it serves both the Assembly and the Senate. It is responsible for:

- Receiving proposals for bylaws changes, reviewing them, and recommending changes to the Assembly or Senate, whichever is appropriate
- Interpreting the bylaws upon written request of the Senate chairperson
- Compiling and maintaining the bylaws and operating rules
- Initiating bylaws changes

### Committee on Committees

This is the nominating committee of the Senate and the Assembly. It is the responsibility of this committee to nominate:

- Faculty members for standing committees of the Senate and Assembly
- Faculty members for *ad hoc* committees of the Senate and Assembly
- Faculty members for *ad hoc* or standing statewide committees for election by the Senate or Assembly or for appointment by the chancellor

### Curriculum and Instruction

This committee is officially responsible for:

- Recommending policies and procedures in the area of curriculum and instruction, including graduation requirements, special honors programs, and academic publications such as catalogs and schedules of courses
- Academic calendar, schedules of classes, and final examination schedules
- Review of new degrees and degree programs proposed by the separate colleges
- Reviewing curricular additions and changes for overlap and duplication

### Faculty Teaching and Service Awards

This committee is responsible for:

- Formulating and publishing guidelines for campus-wide teaching and service awards
- Soliciting nominations for campus-wide teaching and service awards
- Recommending candidates for teaching and service awards to the chancellor

### Issues of Tenure Removal

This committee is responsible for conducting a hearing in removal cases or in disputed cases involving tenure rights and status as provided for in the Academic Tenure Regulations of the University of Missouri. This committee serves as the committee referred to as “Campus Faculty Committee on Tenure” in the Academic Tenure Regulations.

### Promotion of Non-Tenure Track Faculty

The committee shall:

- Review the Department's/Division's and Dean's recommendation for approval or disapproval of promotion. After consideration, the Committee shall submit its recommendation to the Chancellor. Promotion recommendations will be made in accordance with procedures determined by the Committee, consistent with the Collected Rules and Regulations of the University of Missouri.
- The Committee shall use standards created by the academic units and shall not create additional campus-wide standards.
- It shall be the responsibility of this Committee, together with the appropriate administrative officers, to establish, develop, and maintain in all areas of the University the highest standards of faculty quality.

### Research (Fall and Spring Panel)

The committee meets to:

- Establish objectives, deadlines, and guidelines for campus research awards
- Recommend internal grant funds, including summer support, support during research leaves, support for research assistants, grants for equipment and supplies, and travel funds
- Make nominations for campus, university, and external research awards that are available campus-wide

### Research Dishonesty

This committee is responsible for carrying out “Procedures Governing the Disposition of Charges of Research Dishonesty by Academic Faculty and Staff” [*Collected Rules & Regulations of the University of Missouri (420.020)*]

### Research Policy

The committee is responsible for recommending and reviewing policy in the areas of research and research administration and for advising the Vice Provost for Research.

### Steering

In addition to the elected members of the Steering Committee, the Senate/Assembly chairperson, secretary, and the chancellor all serve on this committee. Its responsibilities are:

- To call regular and special meetings of the Senate and Assembly and prepare the agendas
- To coordinate the work and activities of the Senate and Assembly and their committees
- To meet with the chancellor to discuss matters of policy concerning the campus
- To act on behalf of the Senate and Assembly to maintain avenues of communication with the faculty and students of the campus, administrative officers, and the governing board of the University of Missouri
- To establish guidelines for Senate and Assembly elections and to supervise the elections

### University Libraries

The responsibilities of the Libraries Committee include:

- Advising the Dean of Libraries on policy issues, including budget
- Serving as liaison between the libraries and the university community
- Advising the university administration about policies and recommendations regarding the libraries
- Considering other matters referred to it by the Senate, the Dean of Libraries, or any member of the campus community regarding libraries

## **University Assembly Committees:**

### Administrator Evaluation

This committee is charged with conducting an annual evaluation of campus administrators by collecting the forms and tabulating results.

### Budget and Planning

The committee shall:

- Examine general budgetary allocations and priorities for the campus
- Consider questions relating to the development of the campus and the university as a whole
- Make recommendations on development and fiscal matters to the chancellor

### Information Technology

Responsibilities of this committee include:

- General policies regarding information technology
- Advising the associate vice chancellor for information technology
- Gathering information about information technology needs and productivity
- Identifying common information technology needs of units and groups
- Encouraging communication between UMSL and UM system on the unique information technology needs of the campus
- Identifying policies that foster consistent and comprehensive training and professional development opportunities for faculty and staff
- Policies governing the development of software applications for research, teaching, and administrative services
- Policies regarding hardware for research, teaching, and administrative services
- Funding policies for information technology
- Policies regarding the deployment of information technology support personnel

### Physical Facilities, Space, and General Services

The responsibilities of this committee include:

- Recommending policies and procedures in the areas of facilities and general services
- Acting in an advisory and fact-finding capacity for the planning of physical facilities
- Reviewing and reporting priorities regarding maintenance, construction and support services
- Reviewing complaints and suggestions regarding physical facilities and services
- Formulating long-range space recommendations
- Recommending allocation of existing unused space to the chancellor



### Recruitment, Admissions, Retention, and Student Financial Aid

This committee is responsible for:

- Recommending policies and procedures to the Assembly, director of admissions, and director of student financial aid regarding recruitment, admissions, retention, and financial aid
- Monitor recruitment, admissions, retention, and financial aid activities
- Rule on appeals made by applicants to the university and for financial aid

### Student Affairs

This committee is responsible for recommending and reviewing policies in the areas of non-academic regulations and student services and for advising the vice provost for student affairs.

### Student Publications

The responsibility of this committee is recommending and reviewing policy regarding student publications that are directly funded by the university.

## **Evidence of Committee Performance:**

Faculty Senate and Assembly Committee Chairs submitted the following information regarding the most recent activity of those committees:

### Academic Advisory Committee

The most important recent issues for the Academic Advisory Committee are those related especially to students and their coursework. Committee discussions have addressed online teaching evaluations and various policies regarding delayed grades, course repeats, grade modifications, and related issues. And these are all closely related to student retention and success, a primary focus of our current administration.

### Administrator Evaluation

The Administrator Evaluation Committee has worked over the last few years to establish a sequence of which group of administrators to evaluate over a three year period and a standardized survey for the evaluation so meaningful comparisons could be made. The committee has also addressed issues of how to increase the response rate and ensure respondents feel secure in sharing their evaluation.

### Appointments, Tenure and Promotion (ATP) Committee

The most important issue the Senate ATP Committee has addressed recently is the effort to maintain high standards in research, teaching, and service among the faculty at UMSL. The key element in that endeavor has been to have a broad representation of faculty who can work to better understand the whole campus, not just their own disciplinary areas.

### Assessment of Educational Outcomes Committee

This Committee has the following agenda for 2012. 2010-2011 focused primarily on our campus course evaluation processes, how to improve the responses rates, and what common questions we could agree upon across disciplines. The 2011-2012 Assessment of Educational Outcomes Agenda included:

- Online course evaluations -- the response rates are low. The Academic Advisory committee wants to look at this, but this committee should also.
- Making sure that all programs have learning outcomes, can measure them, are collecting those data, and are using it.
- Encouraging and facilitating programs acting on the data from learning outcomes assessment. This could include changing courses, course sequencing, prerequisites, or other requirements, with the information from the assessment of learning outcomes.
- This year in Access to Success (A2S) we're emphasizing advising, so assessment of advising might also be done.

### Budget and Planning Committee

The most important issues considered by the Budget and Planning Committee were directly related to plans for reducing the campus operating budget. This has been a very extensive and on-going process involving every unit – academic and administrative -- on the UMSL campus and including wide-ranging and open committee hearings in which all stakeholders have been invited to present their case. In light of continuing budget challenges the work of this committee continues.

### By-Laws & Rules Committee

In the past year or two this committee's most important issues have dealt with representation on the Faculty Senate and University Assembly. The merger of the departments of Anthropology, Sociology, and Foreign Languages gave rise to the need to reduce the number of faculty senators, a potentially controversial measure since reductions had not been done in the past when the campus' regular faculty had been growing. At that time it also became apparent that there was a lack of adherence to representational rules; the gradual erosion of the number of regular faculty in some departments had not been addressed appropriately in Senate/Assembly representation.

In a similar vein, the recent merger of Missouri Institute of Mental Health into the UMSL campus brought questions of representation of these non-tenure track faculty on the Senate and Assembly. While the issue was politically sensitive, the by-laws and rules were clear enough to render a definitive decision. Since the 2007 review of the Senate and Assembly, the by-laws and rules underwent a major overhaul under the leadership

of Dr. Matt Keefer, as chair. This overhaul reduced the need for frequent use of the extensive, time-consuming by-laws amendment process, which includes a campus referendum and action by the university system's Board of Curators. Moving much of the detail into the operating rules allows greater flexibility in changes that can be made by a simple vote of the Senate or Assembly. This has done much to improve the efficiency of the organization.

### Committee on Committees

The Committee on Committees has continued to strive to reach out and nominate representatives from different units at the university in a manner that represents the University faculty and is also more diverse and balanced across all colleges and units.

### Curriculum and Instruction Committee

This committee reviewed hundreds of course and program proposals in a straightforward and timely manner. By tracking course and program proposals using SharePoint, the process was significantly improved.

### IT Committee

The IT Committee worked with the campus CIO and CFO to approve over \$350,000 in budget cuts in the IT budget (including the "lights out Data Center"), including a 1.6% increase in student technology fees for 2011-2012. The Committee also worked with ITS and various other campus groups to select and pilot the use of an online course evaluation system, CourseEval. This system was purchased and will be further tested in the Fall of 2011 and become available campus-wide for SP 2012. Other items of significance:

- Approved Information Technology Services' Communication Plan design to insure the campus community is kept abreast of outages and system maintenance.
- Provided feedback to ITS on its Policy on Programming, which is designed to reduce long-term costs by seeking commercial solutions for programming needs rather than incurring the ongoing costs involved in developing and maintaining "homegrown" solutions.
- Recommended renewing the contract for the course management system, Blackboard, in order to avoid the costs (time, training, and support) involved in changing systems.
- Approved the implementation of the Triton Card Office Business Plan expanding the "one card" ID system enabling door security access, financial transactions, and managing opportunities for students, administrators, and support entities around campus, such as the Library, the Bookstore, and cafeterias.

## Physical Facilities, Space, and General Services

This committee has dealt recently with two primary issues. The first, and the one that generated the most discussion, was the latest draft of the UMSL Tobacco-Free Policy. It was returned to our committee after having been previously approved through all the campus governance levels because signs printed said the campus would be tobacco free starting January 1, 2012. The policy approved used the term smoke free rather than tobacco free so it had to be reconsidered. Today, (10-27-11) the PFSGS committee voted unanimously to amend the policy statement to exclude e-cigarettes and smokeless (chewing) tobacco from the policy. This will be sent to the University Assembly for their consideration at the upcoming (November 8, 2011) meeting. The second topic this committee has discussed is the ISES report on building conditions, deferred maintenance, and the costs associated with those topics. In brief, the campus is old, buildings are in poor repair generally, and there is currently no money to address these issues.

## Recruitment, Admissions, Retention & Student Financial Aid

The committee's main focus has been to develop retention strategies and a system of accountability that will enhance enrollment initiatives and student experiences at UMSL.

## Research Panels (Fall and Spring)

In the past, two Research Panel committees were charged with determining the Fall and Spring recipients for UMSL Research Awards; however, there has been no money to continue that award since the ORA announced the award was permanently terminated. At present the Fall Panel decides Junior Faculty Travel Grants (maximum \$1000 each) and the Winter Panel makes a recommendation to the Chancellor regarding the recipient of the Campus Research Award. One recent and recurring question has to do with whether these Panels should be eliminated. Notably, there is a strong faculty view (as evidenced by discussion with research committee members and the broader faculty senate) that this committee should continue. As the economic and budgetary climate improves, it is reasonable to presume that research funds may become available to disburse again.

## Student Affairs

In recent years, the main decisions addressed by the Student Affairs committee were the considerations for approval/disapproval of recognition for a total of nine (9) different new student organizations. The remaining two items of special significance discussed by the committee were the committee's possible role in student records appeal committees, and the campus safety report.

## Student Publications

The Student Publication Committee has been most recently discussing how to maintain quality in the student newspaper, The Current, in the face of suggestions from the Office

of Student Life on how it may have to cut operating costs. This has prompted additional discussions on how to maintain the quality of this weekly publication.

### University Libraries Committee

The Libraries Committee has considered three major issues recently: collection development in light of decreasing revenues and changes in modes of delivery; improvements in policies and procedures in response to existing problems and/or changing needs of the Libraries; and facilities improvement. In addition, we are working with the Dean of Libraries to develop a plan for raising additional support for all of the campus libraries.

### **Decision-Making Processes:**

All major issues as outlined above are routinely shared and then coordinated with the Senate Steering Committee. That Committee is consulted often and frequently provides key counsel on important issues in close consultation with the Chancellor and the Provost. The Steering Committee often invites the relevant committee chairs to meet with them to discuss areas of interest, particularly when they impact on specific topics related to the charge of their committee. Their input and information regarding those issues is regularly sought and then reported back to Senate and Assembly meetings.

### **4. Assessment of Quality:**

Each Senate committee files an annual report. The reports are reviewed and quality improvement measures are considered and adopted, if considered appropriate and also, as needed. Recent changes reflect the dynamic nature of each committee. Included among general goals and objectives are the following:

- Regarding Senate and Assembly Committee assignments, we sought and gained support for change in most of its committee leadership positions during the past year. Among Committee assignments changing hands were the Committee on Committees, Dr. Sanjiv Bhatia, Chair; and Appointments, Tenure and Promotion, Dr. Susan Brownell.
- As indicated in the Senate's previous review, faculty members are invited to complete a committee preference poll to help the Senate's Committee on Committees identify individuals for assignments of the Senate and Assembly.
- The Committee on Committees prepares a slate of candidates for election to committees through personal interaction with colleagues in their units. This is viewed as a desired method for bringing new faculty into campus service.
- The chair of the Senate and Assembly is regularly invited to New Faculty Orientation to introduce the governance structure to the new colleagues.

- The Faculty Senate co-sponsors with the Center for Teaching and Learning, a forum on promotion and tenure to help untenured faculty understand the factors to be considered in the promotion and tenure process, which includes an evaluation of an individual's participation in service activities. The leadership of the Faculty Senate has regularly participated in these reviews.
- An annual reception is held at the end of the academic year to thank members of the Senate and the Assembly for their service to the governance bodies. Chairs of Senate and Assembly committees (who are not necessarily members) are also invited to this event and are thanked for their leadership.

## 5. **Accomplishments/ Improvements / Initiatives:**

### **Accomplishments:**

- Members of the Faculty Senate reviewed the proposed changes to the retirement plan and examined the details. Their recommendations were brought to the attention of the IFC, the UM Board of Curators, UM System President, and Human Resources. Final decisions about changes to the retirement plan were more thoroughly reviewed which led to a better alternative plan. (2009-10)
- The Senate worked collaboratively with the administration in AY 2008-09 to decide on whether to endorse a proposal to move KWMU/UMSL to the Grand Center. Several presentations to the Senate were instrumental to the process. A special subcommittee was formed (with members from Budget and Planning and Physical Facilities chaired by Terry Jones) with the charge to make a recommendation to the Senate regarding the move. The proposal to move KWMU/UMSL to the Grand Center and construct a new building (including room for UMSL programmatic offerings) on land bequeathed to UMSL by the Grand Center was eventually approved by the Faculty Senate.
- The Faculty Senate created a resolution for benefits supporting a Domestic Partners initiative that prompted further discussion and support by other UM campuses (2009). This action was a prelude to formal support by other UM campuses which resulted in having the Board advance to a Curator's Committee.
- Assisted the Office of Academic Affairs in revising campus policies on grade appeals and definitions of capricious grading and student academic dishonesty.
- As an on-going example of UMSL's shared governance, the Senate's Budget and Planning Committee consistently dealt with budget cuts related to academic programs and made recommendations to the Chancellor. The Senate/Assembly expanded the representation on non-faculty employees on the Budget and Planning Committee in an attempt to better represent the campus community.

- The Senate's Curriculum and Instruction Committee reviewed hundreds of course and program proposals in a straightforward and timely manner.
- Following a recommendation from the University Assembly's Student Affairs Committee's 2009 report, a Campus Committee on Safety and Violence Prevention was established in 2010 and the Senate is actively involved.
- In conjunction with the administration, staff, and students, the Faculty Senate approved a non-smoking policy providing a healthier, smoke-free environment on the UMSL campus. Follow-up measures are underway.
- The Research Policy Committee was established to work with the Office of Research Administration (2009) to advise them on research issues and funding.
- The 2009-2010 Promotion of Non-Tenure Track Faculty Committee was created to make recommendations to the Provost on the advancement of non-tenure track faculty. In 2010-11, this committee reviewed promotion procedures from each department. The committee submitted recommendations that could help improve current procedures and provide more consistency.
- In 2010-2011, the Senate's Faculty Teaching and Service Awards Committee recommended an additional award be created for adjunct faculty. The Faculty Senate approved the new award.
- Representatives from Admissions, Advancement, KWMU, and other departments made presentations to the full Senate so that the faculty was well-informed of issues related to those areas.
- The Faculty Senate Office moved to a more central location on North Campus and was updated and modernized. (2009)
- The Senate's on-line presence was upgraded so that all relevant documents including all Senate agendas, action items, and special committee reports would be available. We anticipate that, working with University Archives, the Senate's important historic documents will also be digitized and made available to the university community.
- By creating and distributing an electronic ballot through e-mail, increased faculty participation was reflected in all elections. Committee Service Preference Polls were also distributed by e-mail, allowing for cost and time savings.

### **Means of Improvement:**

While the Senate and Assembly hopes to continue to balance the contributions of proven campus leaders with the need to involve new faculty members in the decision-making process, and particularly as they apply to the most important leadership positions, we also hope to revisit important initiatives from the past, to insure that we are on the right path with respect to continuing issues and challenges.

### **Initiatives to be Undertaken:**

- The Senate and Assembly will continue to strive to welcome new faculty members as participating senators and committee members.
- We will also continue to attempt to diversify the leadership positions for the Senate and Assembly Committees and also continue to try to attract a broad range of participants for committee activity.
- The Senate hopes to encourage the regular change in leadership among committee chairs, to insure a high level of diversity and shared work load.
- We will also attempt to continue to work with other units and University entities as a means of addressing key campus challenges with respect to special issues such as the Campus Committee on Safety and Violence Prevention.
- Among other things, the Senate and Assembly will be an active participant in planning and implementation of special campus initiatives such as the *50 Year Jubilee* celebrations currently in the initial stages, and the previously mentioned *Gateway for Greatness (G4G)*.