	Board of Trustees	President	Leadership Team	Relevant Dean	Relevant Supervisors	Faculty Council	Faculty	Staff Council	Staff	Student	Alumni	Notes
												**The Shared Governance committee continues to review and address questions or comments within the ARC matrix. These changes are still not complete and will continue to be addressed in Fall 2023 with some other substantive questions.
Hiring												
Hiring the President	A		R and C (see notes)	R and C (see notes)		C	R and C (see notes)	C	R and C (see notes)	C		All people on the Presidential search committee would have, by virtue of their membership on the search committee, a recommending responsibility. Others who are not on the search committee may offer input in a consulting capacity. For example, Faculty Council and Staff Council may be asked to facilitate their constituency's open sessions with candidates.
Hiring the CXOs and VPs	C	A	R and C (see notes)	R and C (see notes)		C	R and C (see notes)	C	R and C (see notes)	C	C	All people on the CAO search committee would have, by virtue of their membership on the search committee, a recommending responsibility. Others who are not on the search committee may offer input in a consulting capacity. Students and alumni should be consulted when the position directly affects or works with students. Chiefs and VPs are staffed to BOT committees, so Trustees should be able to offer input about candidates.
Hiring Deans		A	R and C	C		C	R and C (see notes)		R and C (see notes)	C		All people on the search committee would have, by virtue of their membership on the search committee, a recommending responsibility. Others who are not on the search committee may offer input in a consulting capacity. For example, Faculty Council and Staff Council may be asked to facilitate their constituency's open sessions with candidates.
Hiring Full-Time Faculty: Approving New Lines	A	R (second)	R (CFO and CAO, second)	R (first)	C (Department and/or Division chairpersons)	C						All people on the search committee would have, by virtue of their membership on the search committee, a recommending responsibility. Others who are not on the search committee may offer input in a consulting capacity. For example, Faculty Council and Staff Council may be asked to facilitate their constituency's open sessions with candidates.
Hiring Full-Time Faculty: Filling Approved Positions		A	R (CFO and CAO)	~~C~~ R	C (Department and/or Division chairpersons)	R and C (see notes)			R and C (see notes)			All people on the search committee would have, by virtue of their membership on the search committee, a recommending responsibility. Others who are not on the search committee may offer input in a consulting capacity. For example, Faculty Council and Staff Council may be asked to facilitate their constituency's open sessions with candidates.
Hiring Adjunct Faculty (PT Process): New contract				A			R					Adjuncts are hired term to term
Hiring Adjunct Faculty (PT Process): Renewing contract				A			R					
Hiring Contingent Faculty (FT Process): New contract				A	A (Department and Division chairpersons)	R and C (see notes)		R and C (see notes)				Emergency hire due to needing to find someone quickly
~~Hiring Contingent Faculty (FT Process): Renewing contract~~												Delete? Would move to visiting, practice, or tenure position
Recruiting and Hiring Staff			A	R	R	C		C	C	C	C	Leadership Team, Deans, and Supervisors are responsible for recruiting and hiring for the positions they directly supervise. Releasing the money for a position is different than recommending and approving candidates for positions. Students and alumni should be consulted when the position directly affects or works with students.
Staff Job Descriptions	A	A	A	R	R	C		C				The superordinate body approves the job descriptions for the bodies subordinate to it. (The Board of Trustees only approves the President's job description.) A subordinate body may recommend to a superordiante body. Staff and faculty should be consulted when a position affects their immediate area.
Identification of Grade Level and Starting Salary	A	A	A	R	R							The Board of Trustees only approves the President's starting salary.
Termination and Non-Renewal												
Faculty Sanction for Cause (full-time)						~~R~~	~~C~~					* See faculty handbook
Termination without Cause (Tenured) (Only in the cases of financial exigency or program closure)	C	A	R (HR & Relevent LT member)	R	R	C	~~R~~ C		~~C~~			
Staff Termination with or without cause/ Reduction in force			A (HR & Relevent LT member)	R	R				R			

	Board of Trustees	President	Leadership Team	Relevant Dean	Relevant Supervisors	Faculty Council	Faculty	Staff Council	Staff	Student	Alumni	Notes
Non-renewal of full-time faculty (non-tenured) and staff and Terminations		C	R (HR & Relevent LT member)	A	A	C	R C		C			
Non-renewal (Adjunct)				A			R		R			
Annual Compensation Increase Pool	A	A	R									
Allocating the Compensation Funds		A	R	R	C	C		C				
University Benefits												
Changing Insurance Carrier	A (to change) C (to renew)	A (to renew) or R(to change)	R				C		C			The Approver(s) should inform all employees in a timely manner (perhaps via all-employee town halls) about updates and/or changes in this area.
Retirement Account Manager	A (to change) C (to renew)	A (to renew) or R(to change)	R	C			C		C			The Approver(s) should inform all employees in a timely manner (perhaps via all-employee town halls) about updates and/or changes in this area.
Education Benefit Policy (tuition remission)		A	R	C		C		C				
Vacation and Sick Leave Accruals		A	R	C		C		C				
Employer Contributions to Retirement		A	R	C		C		C				
Performance												
President Review and Evaluation	A		C	C		C	C	C	C			
Reviewing the Cs and VPs	C	A	C	C		C	C	C	C			
Promotion, Title Change, Salary Adjustment		A	R	R	R							
Performance Appraisals Policies & Procedures			A	R	R							
Staff Suspension or Termination			A	R	R							
External Program Review			C	A	R		R		C			When a program brings in an external reviewer.
Annual Program and Core Assessment			A (CAO)	R			R		C	C		
Institutional Level Assessment			A	R			R and C (see notes)		R and C (see notes)			Depending on the type of assessment required, programs and offices may be asked to take on a recommending role by, for example, assessing their own programs and offices in support of institutional-level assessments. Programs and offices may be asked to take on a consulting role by, for example, providing data about their program or office.
Promotion and Tenure												
Recommendations for Individual Faculty Regarding Promotion and Tenure		A	R	R			R, C		C			
Final Approval of Promotion and Tenure Decisions	A	A	R (CAO)	R and C			R (P&T and Faculty Review Committee's) and C					Discuss with BOT Academic Affairs Committee
Compensation Increases and Faculty Lines	A (part of overall budget approval)	A	R	R		C	C					Discuss with BOT Academic Affairs Committee
Conferring Faculty Emeritus Status	A	R	R	R	R		R, C					
Professional Development												
External Professional Development		A (see notes)	A (see notes)	A (see notes)	A (see notes)		C		C			The superordinate body approves the external professional development and supporting funds for the bodies subordinate to it. (The Board of Trustees only approves the President's external professional development.)
Internal Professional Development			A (see notes)	A (see notes)	A (see notes)		C	R	C			The superordinate body approves the internal professional development and supporting funds for the bodies subordinate to it.

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Required Training (University-Wide)			A									All trainings required by regulation (e.g., Title IX trainings) or by insurance carriers (e.g., computer phishing trainings) are necessary.
Sabbatical												
Sabbatical Policies			A	R			R					
Sabbatical Eligibility for Individual Faculty			A	R			R					
Individual Sabbatical Decisions			A	R			R					
Tuition	A	R	R	C	C	C		C		C		
Employee Handbook			A	R		R		R				
Faculty Handbook	*A	C	C	C		*R	C					* Sections 1, 9, and 10 don't have to through Faculty Council or be voted on by the Board
Calendar		A	R	C		C		C				
Academic Calendar			R (third)				R (UAAC) A (Faculty Assembly)	R (second)	R (first; Registrar's Office)			
Holidays			A									By "holidays," we mean university-wide closures that affect staff, faculty, administrators, and students.
Changing Approved Calendars		A	R	C		C	C	C	C			
Course Sequencing (When courses are offered by term)				A			R		A (Program Directors)			
Course Scheduling (The days and times courses are offered in a term)				A			C̶ R		R (Registrar's Office)			
Programs and Curriculum												
New Academic Programs	A	R	R	R	C		R (Proposers) and C		C	C		We recognize this as an opportunity to reset the processes by which new courses and programs are created. Faculty's responsibility is to make sure that curricula are fundamentally sound. And, there are no budget impacts from creating new curriculum. We encourage faculty to consider curriculum ideas from from diverse sources. Finally: Anything that is transcripted that is more than a single course should go through this process.
New Non-Academic Programs	R	A	R	C			C		C			Office of Registrar and Institutional Effectiveness to define, specify these programs so that folks working with this matrix can understand what it is they are looking at.
Modify Existing Academic Programs		C	R	R	C		C, R (UAAC/GAAC), A (Faculty Assembly)		C (Office of the Registrar)	C		
Modify Non-Academic Programs	R	A	R	C	C		C		C			
Propose, Modify, or Eliminate Academic Courses		C	R		C		C, R (UAAC/GAAC), A (Faculty Assembly)		C	C		
Propose, Modify, or Eliminate Non-Credit Courses	R	A	R	R	R (Director of OES)		C		C			
Program Closure (Financial Exigency)	A	A	R	R	C	C	C	C	C	C		~~Input from constituencies is needed to determine the shared-governance policies for this decision.~~
Program Closure (Different Academic Direction)	A	A	R	R	R	R	C	C	C	C		~~Input from constituencies is needed to determine the shared-governance policies for this decision.~~

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Academic Center Establishment/~~Disestablishment~~		C	A	R	~~C~~ R	C	C	C	C	C		~~We understand "Academic Centers" to include the Academic Success Center, the Writing Center and the Institute for Human and Planetary Health.~~ Examples of 'Academic Centers' are the Academic Success Center and the Institute for Computing.
Faculty Teaching Assignments				A	C		R		R			
Curriculum Design				R			A		C			
Graduation requirements			~~R and C A? CAO~~ A	~~A~~ R		C	~~C,~~ R, A	C	~~R and~~ C			Faculty voted to change U and G graduation requirements. Has budget implications.
University Structure												
Administrative Unit(s)		A	R		C	C		C				
Academic Unit(s)		A	R	C		C		C		C		
Creating New University Policies and Committees	A	A	R	C	C	C	C	C	C	C		
Non-Academic Program Review												
Review		A	R (second)		R (first)		C		C			
Adding, Modifying, or Eliminating		A	R (second)		R (first)		C					
Staff Work												
Office Hours			A (group consensus)	R	R				C			
Alternative Work Schedules			A (group consensus)	R	R				C			
University Strategic Plan	A	R	C	C		C	C	C	C			The Approver(s) should inform all employees in a timely manner (perhaps via all-employee town halls) about updates and/or changes in this area. The Board, whose responsibilities are strategic and visionary, should work with the President and Administration to build consensus among each of the constituencies. Other constituencies may take a vote to give voice to that constituency's collective opinion about the issue.
University Master Plan	A	R	C	C		C		C				The Approver(s) should inform all employees in a timely manner (perhaps via all-employee town halls) about updates and/or changes in this area.
Campus Facilities Master Plan	A	R	R	R	C	C	C	C	C	C		
Major University Initiatives	A (see notes)	A (see notes)	R and C (see notes)	R and C (see notes)			R and C (see notes)		R and C (see notes)			Strategic plans may not account for major efforts or decisions that arise between periods the strategic plan covers (e.g., pandemic-necessitated changes, creating a standing method of online education). Other constituencies may take a vote to give voice to that constituency's collective opinion about the issue. Those appointed to the ad-hoc committee for each major university initiative have recommending responsibility. Others who are not on the search committee may offer input in a consulting capacity. BOT must approve expenditures greater than $100K and/or that have legal and/or risk-management implications and/or that affect Doane University's brand.
Major Capital Projects (>$100k)	A	R	C	C	C	C	C	C	C	C		Recommenders should consult broadly all of the necessary groups who will be affected by the new facility (e.g., students and recent graduates should be consulted about new dormitories, all athletic and and relevant academic departments should be consulted about new athletic facilities).

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Minor Capital Projects (≤$100k)		A	R	C	C	C	C					For example, conservation and environmental initiatives, renewal and replacement projects, institutional partnerships with third parties. 1. Those in Faciltiies and Maintenance have Recommending authority; other staff have Consulting authority to provide information about necessary, unplanned repairs and projects. 2. We understand that emergencies and unplanned repairs happen and need to be repaired quickly. We remind Recommenders and Approvers of their obligation to consult with those affected by the repairs and projects as often and as completely as is practicably possible. 3. Students have Approval authority when deciding when and how to disburse funds designated to them (e.g., from student fees, grants) for these projects.
Advising												This category discusses the practices and processes we use to advise our students. We recognize that students have Approving authority over their own course schedules.
Undergraduate ~~Residential~~			A (CAO)	C	R (Director of Academic Advising)	R	C	R	C	C		
~~Undergraduate Non-Residential~~			~~A (CAO)~~	~~C~~	~~R (Director of Academic Advising)~~	~~R~~	~~C~~	~~R~~	~~R~~	~~C~~		~~The advising processes for non-residential undergraduate students is a different advising model than those used for undergraduate residential and graduate students, so this line recognizes and adjusts for that reality.~~
Graduate			A (CAO)	C	R (Director of Academic Advising)	R	C	R	C	C		
Facilities Use												
Classrooms (Academic Year)				C	A (Registrar or Campus Director)	C		C				
Classrooms (Summer)				C	A (Registrar or Campus Director)	C		C				
Athletic Venues (Academic Year)			A (Athletic Director) and C									
Athletic Venues (Summer)			A (Athletic Director) and C									
Residence Halls (Academic Year)			A (VPS~~A~~ ESE) and C		C				C			
Residence Halls (Summer)			A (VPS~~A~~ ESE) and C		C				C			
Faculty Offices			C	A	C	C		~~A (Campus Directors)~~ C (Facilities)				We recommend formalizing a committee to help resolve the assigninment residential and non-residential office space.
Staff Offices			A		R			C				
Conference Rooms			C	C	A	C		C				
Laboratories and Studios and their Policies				A	C	C		C				
Common Space			C	C	A	C		C		C		
Technology												
Adoption of University Wide Technologies	A	R	R	C	C		C (institutional level), A (course level)		C			~~This topic also appears in line 26 of the Academic matrix; LMS, Zoom, Software specifically used for instruction; B Pauwels note: course-level pedagogical and content decisions are purview of the instructor and/or relevant academic department, within context of available technology.~~
Selection of lab technology			A	R			R		C			
Delivery Modalities for Academic Programs		C	R	A			R		R			
Adoption of New Academic Learning Technology		C	*A	C	C		R		R	C		*If the software costs money or needs IT support
Adoption of New Administrative Technology			A		R	C		C				Specialized software specific to an office
Student Academic Integrity Policies			C	R		A			C	C		

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Student Academic Grievances			C	A			R		C	C		