A. Major issues addressed by the committee during the 2013–14 year

1. Revision of the Core Curriculum. In its last meeting of 2012-13, members of CCC unanimously approved the “Core Curriculum White Paper: State of the Current Core and Need for Core Revision” (CCC Comm. #21-12/13 Suppl. #4). Facilitated by the Provost’s Office, the discussion of core revision broadened in summer 2013. Core revision was discussed in the chairs’ retreat, a session of Faculty Senate was dedicated to Core, and numerous informal discussions took place. When CCC re-convened for AY 2013-14, with four new members, we looked again at the White Paper and affirmed that this was the committee’s position on the state of Core.

CCC met jointly with EPC on December to discuss the revision process. In that meeting, the two committees agreed to create an ad hoc sub-committee composed of members of both CCC and EPC, in order to have more focused, efficient investigation of possible improvements as well as a broader, more transparent discussion. As this ad hoc Core Curriculum Review Committee took up its work in the Spring semester, the standing Core Committee dealt directly with core revision only on a few occasions. But the question of the Core’s future was present in every meeting. Many of our deliberations were conducted with the conditional statement: “If Core changes . . .” We arrived at decisions on various matters (e.g., Core courses offered in Interim, the future of the CCE requirement) with the frustrating sense that they were only a temporary fix of problems that need to be resolved in the larger reform of Core. For these reasons, CCC members remain eager to see a revision of Core.

2. Future of CCE. The Core Committee discussed the future of the CCE requirement throughout the year. M. Lloyd-Paige reported in September that the CCE Committee recognizes that the Cross-Cultural Engagement requirement in Core is broken. For various reasons (chief among these being Lloyd-Paige’s increased administrative duties, which no longer allow her to teach IDIS 290), students are having difficulty in meeting the requirement. Lloyd-Paige and the CCE Committee are also concerned about the larger question of whether the current structure, with students checking a single box, best meets the CCE goals. CCC recognized, however, that a substantial change to CCE cannot be made apart from a larger reform of Core.

B. Actions brought before Faculty Senate

1. Core Course Proposals:
   - PHYS 132 Matter, Light, and Energy, New Course for Natural World Core Credit
   - BIOL 224 Cellular and Genetic Systems, Current Course for Living World Core Credit
   - MUSC 101 Introduction to the Musical World, Revised Course for Arts Core Credit
   - BIOL 12 Living Systems, Title and Course Description Changes
   - MATH 100, section of Core Course to be offered during Interim 2015

2. Program Proposals
   - Proposal for Core Reduction of Pre-Professional BS
   - Revision of the Spanish Department’s Majors and Minors

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented

1. On request of EPC, the committee discussed Core goals to fit within the planned Educational Framework for the college. CCC drafted Core goals, then tabled the discussion pending deliberations of the ad hoc Core Curriculum Review Committee.

2. Approved the assessment of the Integrative Studies requirement.

3. Charged M. Stob and Assessment Committee with assessing the Written Rhetoric and Biblical & Theological Foundations I categories of Core.

4. Received the assessment plan and annual report from CCE. Approved CCE Committee’s proposals for meeting immediate student need for CCE credit.
5. Requested ITC approval of additional Core course offerings in Interim. ITC did not give approval.
6. Received reports on First-Year Seminar and DCM.
7. Approved CCE exemption on a case-by-case basis for adult learners.

D. Issues that will continue to be before the committee next year
1. Responding to recommendations of the ad hoc Core Curriculum Review Committee, which is continuing its work through the summer.
2. Discussing first-year experience in Core, in light of initial run of the new First-Year Summer and continued ambivalence about DCM.
3. Deliberating long-term change to Cross-Cultural Engagement requirement.

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**EDUCATIONAL POLICY (EPC)**

**INTENSIVE GOVERNANCE COMMITTEE**  
**CHAIR: CHERYL BRANDSEN**

A. Major issues addressed by the committee during the 2013–14 year

In the course of the Educational Policy Committee's twenty-five meetings, the committee responded to fifty communications, many of which had multiple supplements. EPC also acted on a number of items for expedited review.

Twenty-four of the EPC communications were forwarded to Faculty Senate for information or approval. Faculty Senate approved or accepted for information all items before them, except for one item that was tabled. Of the remaining items discussed by EPC, two will most likely be going to Faculty Senate in the fall, two are being held over for EPC discussion for fall 2014, one item was withdrawn, one item was sent to the Core Curriculum Committee, and three items were referred to the expedited review process. The remaining communications received by EPC were for discussion and information.

1. New and Revised Majors/Minors
   - Program and/or major/minor proposals and revisions were approved for the following programs or departments: Chinese Education major and minor, Global Studies minor, Graphic Design major, Integrative Biotechnology minor, Ministry Leadership minor, Physics and Astronomy revision, Political Science revision, and Spanish major and minor.
   - In the process of reviewing these programs, EPC approved the elimination of some courses and approval of others.
   - Students graduating with a psychology major will graduate with a BS rather than a BA.

2. Courses
   - In addition to new courses proposed as part of a program, major, and/or minor, the following new courses were approved: KIN 216: Medical Terminology, IDIS 211 Cancer: A Multidisciplinary Examination of a Complex Disease, IDIS 106: Introduction to Health Professions, IDIS 396: Preparation for Graduate Programs in Physical and Mental Health Professions, ART 252: Printmaking (revised).
   - In addition to courses eliminated as part of a program, major, and/or minor, the following courses were eliminated: ENGL 312: British Literature of the Renaissance and Reformation; MATH 110: Precalculus Mathematics.
   - In addition to courses approved for core as part of a program, major, and/or minor, MUSC 101 was approved for core credit.
   - W80: Yucatan was approved as a strategic interim.
   - The hours of STGH 230: Ethics of Developmt & Cultures of Africa were revised.

3. Expedited Actions (E.g., name changes for programs or courses, changes in assigned credit, minor changes resulting from external reviews,)
Minor changes were approved for majors, minors, and/or courses in ECON 232, MUSC 180 and 236, POLS 380, HIST 262, BUS 301, BIOL 123, and several KIN, GEO, CHIN, and JAPN courses.

4. Reports or Items Received and Discussed

- The following reports were received by EPC for information: CCE, DCM, Off-Campus Programs, and the First-Year Seminar; pre-professional program reports (pre-law, pre-ministry, and pre-occupational therapy); and reports resulting from external or internal reviews (Social Work, Education, and Graduate Education). A review of the Korean language program was also received.
- In addition to received reports, EPC discussed the following: Core curriculum revision, transcript designations, definition of a credit hour, Calvin College instruction at the high school level, and educational framework.

D. Issues that will continue to be before the committee next year

1. Carry-over reports from 2013-2014
2. Academic Honesty and Integrity policy
3. Transcript designations
4. College instruction in high schools
5. “Delinquent” program reviews
6. Leaner process for course and program proposals
7. Possible revision of the core curriculum
8. Educational framework

PLANNING AND PRIORITIES (PPC)

Governance Committee
Chair: Michael Le Roy

A. Major issues addressed by the committee during the 2013–14 year

1. Completing the strategic plan recommendations for action by the Board of Trustees
2. Completing the selection and use of peer and aspirant colleges and universities for benchmarking purposes
3. Reviewing the college auditor’s annual report
4. Reviewing the college’s financial situation, particularly debt and debt service, and steps to address it
5. Reviewing the college’s annual budget development and control processes, and steps to improve them
6. Reviewing employee and retiree benefit changes, particularly health insurance coverage and care, and effects
7. Reviewing the college’s tuition and room & board rates in the context of the budget
8. Reviewing physical plant assets and plans for maintenance and improvement
9. Review of the development of key performance indicators (KPIs) and dashboards
10. Initial planning for the development of a new Campus Master Plan

B. Actions brought before Faculty Senate

2. PPC13-02 Prioritization Recommendations of the President’s Cabinet

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented

1. Review of targeted enrollment initiatives, particularly Honors Fellows, Perkins Fellows, and Artist Collaborative
2. Review of Environmental Studies and Sustainability proposal
3. Review of real property strategy and potential sale of non-core real estate by Administration and Finance division
4. Review of Strategic Enrollment Management Plan recommended by Enrollment division
D. Issues that will continue to be before the committee next year

1. Reviewing the committee mandate, particularly its membership and utilization of task forces
2. Monitoring the strategic plan's implementation, including major projects and potential capital campaign
3. Monitoring compliance with the 2014-2017 prioritization plan
4. Monitoring implementation of the 2014-15 budget
5. Improving the college's budget forecasting, development, implementation and control processes
6. Developing a Campus Master Plan
7. Developing the 2015-16 budget proposal
8. Monitoring the college's overall financial situation, including reviewing the annual external audit and identifying and monitoring major college cost and revenue centers, particularly auxiliaries
9. Monitoring the effects of past budgetary decisions, particularly in the area of employee and retiree benefits
10. Conduct a comprehensive review of wage, salary and compensation practices and policies
11. Deployment of divisional and college-wide dashboards and KPIs
12. Review progress toward effective risk assessment and mitigation
13. Review of the college's emergency preparedness plans
14. Means to encourage cross-divisional cooperation and effective college-wide education on strategic issues

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**PROFESSIONAL STATUS (PSC)**

**INTENSIVE GOVERNANCE COMMITTEE**

**CHAIR: MICHAEL LE ROY**

A. Major issues addressed by the committee during the 2013-2014 year

The Professional Status Committee held 20 meetings and considered a total of 61 faculty and administrative appointments, reappointments, and/or promotions as well as 27 communications, some in multiple versions. See subpoints B and C below for an overview of the major issues handled by PSC.

1. **B. Actions brought before Faculty Senate**
   1. *Covenant for Faculty Members* integrated into various sections of the faculty handbook.
   2. Revised Course Evaluation form to assess student learning outcomes, course practices, and safe learning environment.
   3. Approval to administer academic advising evaluations annually in a shortened format.
   4. Online faculty comment form made available to all students, faculty, and staff.
   5. New faculty positions and appointments policies to develop standard renewable term and contingent positions
   6. Refined prompts/guidelines for faith and learning essays written by new faculty candidates (*Handbook 3.5.3.1*).
   7. Revised policy for the faculty professional travel allowance (*Handbook 5.5.2*).
   8. Safer Spaces Policy.
   9. Revised procedure for granting exceptions to the employment of relatives policy (*Handbook 6.7*).
   10. New endowed chair in chemistry / chemical engineering.

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented

1. Reviewed candidates for tenure, reappointments, and new appointments.
2. Reviewed and approved (or denied) departmental allocations of resources and declarations of faculty openings for the 2014–2015 academic year.
3. Ratified the Faculty Development Committee's recommendations for sabbaticals and CRFs.
4. Selected recipients for various faculty teaching awards; forwarded nominations to the president for the Exemplary Teaching Award.
5. Provided advice to the president on requests for exceptions to the Christian schooling and church membership requirements.
6. Reviewed departmental statements on research and scholarship.
7. Developed guidelines to the PSC interview for new faculty candidates.

D. Issues that will continue to be before the committee next year
   Progress has already been made on updating the following policies in the *Handbook for Teaching Faculty* and will continue in 2014–2015.
1. Policies related to the Safer Spaces Policy.
2. Policies regarding faculty expectations and accountability.

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**TEACHER EDUCATION (TEC)**

**INTENSIVE GOVERNANCE COMMITTEE**

**CHAIR: CRYSTAL BRUXVOORT**

A. Major issues addressed by the committee during the 2013–14 year
   1. Participated in the college-wide prioritization and efficiency process for both the graduate and undergraduate programs.
   2. Began extensive restructuring of the graduate program.
   3. Met with the Governance Committee and obtained approval of TEC’s Governance Proposal and revised mandate.
   4. Responded to a new standardized test for teacher certification in Michigan - the MTTC Professional Readiness Exam (PRE) - which had a statewide pass rate of only 22% (compared with a previous statewide Basic Skills pass rate of 86%). Allowed state-approved alternative measures (ACT / Michigan Merit Exam) for admission to the Professional Education Program.
   5. Objected to the proposed closing of the Curriculum Center and petitioned to save and maintain a curriculum collection for student use.
   6. Approved Chinese Education elementary, secondary, and K-12 majors and minors and obtained approval of this program from the Michigan Department of Education.
   7. Evaluated and approved the proposed curricular changes listed below.

B. Actions brought before Faculty Senate
   1. New Chinese Education majors/minors
   2. Revised Political Science Education minor
   3. Revised Physics Education major/minor
   4. Revised Spanish Education major/minor
   5. Revised Secondary Integrated Science major
   6. Revised Elementary Mathematics major
   7. Science BS with Reduced Core proposal

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. Reviewed relevant Education Program assessment data from 2011–2013 and referred data to appropriate departments and groups for action.
   2. Increased the number of semester hours required for admission to the Professional Education Program from 27 to 45.
   4. Subcommittee projects:
      - Appeals – Considered student appeals. Recommended changes to the appeals process.
• Diversity – Facilitated AHANA student recruitment projects (Entrada open house and recruitment video). Conducted focus group of international education students. Investigated possible supports for ELL students within the Education Program.
• Student Support – Updated the Education Program support form. Managed support process for Education students.
• Graduate Studies – Considered actions necessary to remove the TEAC accreditation stipulation. Began process of increasing efficiency by restructuring the program and decreasing the number of graduate education courses and sections offered each year.
• Neuroscience and Education (new) - Formed to administer a grant to fund activities that help faculty develop knowledge and skills in neuroscience.
• Non-Certificate Task Force (new) – Formed to evaluate long-term policies and possible program changes in response to the low Professional Readiness Exam pass rates.

D. Issues that will continue to be before the committee next year
1. Revise the Special Education major.
2. Improve the departmental student teaching approval process.
3. Create a task force to evaluate possible improvements to student teaching supervision and seminars. Evaluate part-time elementary student teacher supervisor compensation and the draft elementary seminar course.
4. Rewrite the Conceptual Framework (or mission statement) and Statement of Commitment to Professionalism.
5. Revisit Candidate Assessment System, especially the minimum GPA requirement (2.4 to appeal, 2.5 for admission, student teaching, and certification) and add C or better in all pedagogy courses (KIN 223, SCES 313, MATH 323, etc.).
6. Evaluate Curriculum Center location and offerings – possible new TEC subcommittee.
7. Improve the Education Program listings on the Admissions Majors and Program website: http://www.calvin.edu/academics/majors-minors/
8. Consider adding a classroom management interim.
9. Continue working with assessment data.
10. Evaluate length of candidate programs (especially secondary integrated science and K-12 music).
11. Determine deadline for reading, mathematics, writing competency (MME / ACT / PRE).
12. Publicize governance proposal and website to unit and unit chairs. J. Rooks will meet with these groups during the fall.
13. Consider formation of a new international education task force.
14. Evaluate ESL minor, including inclusion of EDUC 303 practicum in this minor.
15. Design teacher internship / 359 policy for candidates with two majors.
16. Revise elementary integrated science major/minor (BIOL 212 offered infrequently?).
17. Invite Spanish Department representatives to discuss oral proficiency issues and options.
18. Improve program promotion:
   • https://www.facebook.com/CalvinEducation
   • http://www.calvin.edu/academic/education/about/why/
A. Major issues addressed by the committee during the 2013–14 year
   1. One of the major issues the committee worked on this academic year was a proposal to the Provost and Deans for the creation of a departmental Academic Advising Liaison. A summary of that proposal is:

   We propose a developmental liaison model, similar to the Academic Writing Program or the Healthy Habits ambassador program, to be fully implemented in 2014-2015. The academic advisor liaison program would entail one (or more) faculty member from each department to participate in advising training and education, then disseminate that information within their department. The Liaison program conveys several benefits:

   • **Ease of communication.** Liaisons are already meeting and talking with department colleagues and therefore have opportunities to share information about advising in meetings or informally. This process is more efficient than having members of the advising committee go to numerous department meetings.
   • **Broader reach of communication.** Liaisons will have the opportunity to reach advisors who may be less likely to attend advising workshops or presentations.
   • **Peer education.** Advisors may react more favorably to advising best practices that are communicated by a fellow departmental member liaison.
   • **Reciprocal communication.** The liaison training/communication structure creates a natural forum for questions and comments from the academic departments to be shared with the advising committee.

   The proposal was favorably received by the Provost and Deans and the item was placed on the Chairs agenda for discussion at that year-end retreat (but we were told this agenda item was not discussed).

   2. The Academic Advising Committee examined a variety of other issues this year.
      • Implemented the yearly fall advisor evaluations. This information provided valuable individual and college-wide assessment of advising at Calvin.
      • Considered how academic advising fit within the Educational Framework of the newly adopted Strategic Plan.
      • Updated and expanded the advisor information site on Moodle (and helped support the continuation of the Moodle advising lists for faculty advisors).

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   We implemented a Lunch and Learn session for advisors. This was conducted in April, a couple weeks before academic advising. We shared best practices, how to interpret the advisor evaluations, working with advisees on academic probation, and Q&A. There were 23 advisors who were present at this Lunch and Learn. We intend to hold this learning event next academic year.

D. Issues that will continue to be before the committee next year
   1. We will continue working on more time and cost efficiencies with the distribution of the advisor evaluations.
   2. We will develop Academic Advising Liaison training materials and provide these training sessions.
   3. We will discuss with the Provost the importance of advising at Calvin College and advising’s role within the Strategic Plan.
**Academic Standards (ASC)**

**Governance Committee**
**Chair: Richard Whitekettle**

No report submitted

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**Assessment (ASM)**

**Governance Committee**
**Chair: Mike Stob**

A. **Major issues addressed by the committee during the 2013–14 year**

1. The principle business of the committee is to advise departments, committees and programs concerning assessment issues and to review the results of assessment activities across the college.

2. During 2013-2014, the committee reviewed a preliminary version of each course and curriculum proposal submitted to EPC for the purpose of advising the proposers concerning assessment issues. In each case, the committee provided feedback to the proposers to be incorporated in the final proposal. The committee noted that proposals are getting better (at least as far as assessment) and in almost all cases the concerns that the committee had with the proposals was relatively minor.

3. The committee also reviewed the assessment materials submitted by each department in its state of the department report. The committee provided feedback to each department concerning its assessment activities.

B. **Actions brought before Faculty Senate**

This committee reports to EPC.

C. **Other actions, not involving Faculty Senate, that the committee initiated or implemented**

None

D. **Issues that will continue to be before the committee next year**

The committee continues to be involved in the ongoing core curriculum revision discussion. The committee expects to have an important role in developing an assessment plan for any new core curriculum.

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**Athletics (ATHL)**

**Governance Committee**
**Chair: Eric Washington**

During the 2013-2014, the major issues addressed by our committee were cases of eligibility for student-athletes. Decisions were made on two cases. We brought nothing before Senate this year. There will be nothing as of now that we deem major coming for us other than cases of eligibility. There will be a new member, and a new chair as the current chair is moving to another committee assignment.

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**Chapel (CHAP)**

**Governance Committee**
**Chair: Paul Ryan**

A. **Major issues addressed by the committee during the 2013–14 year**

The chapel committee met monthly to review and discuss chapel programming and promotion based on the chapel mission document completed in Fall 2012. These discussions routinely generated ideas for themes, speakers, and
practices for chapel services. Additionally, the chapel committee began discussing what worship practices are central to the mission of the chapel and ways in which to assess chapel programing beyond attendance numbers.

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
None

D. Issues that will continue to be before the committee next year
The committee will continue to discuss how chapel can be hospitable to all kinds of people at Calvin College, how it can promote regular attendance, and how to assess chapel programming according to its mission.

CROSS-CULTURAL ENGAGEMENT (CCE)

Governance Committee
Chair: Michelle Loyd-Paige

A. Major issues addressed by the committee during the 2013–14 year
1. Lack of on-campus options for students to fulfill CCE requirement
2. Completion of CCE core requirement audit/evaluation

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Completion of CCE Core Requirement Audit
2. Approval of CCE designated courses

D. Issues that will continue to be before the committee next year

ENROLLMENT MANAGEMENT COMMITTEE (EMC)

Governance Committee
Chair: Russ Bloem

No report submitted

ENVIRONMENTAL STEWARDSHIP COMMITTEE (ESC)

Governance Committee
Chair: Gail Heffner

A. Major issues addressed by the committee during the 2013–14 year
1. ESC proposed changes to its own mandate and composition. This proposal was approved by the Committee on Governance, but did not need to go to Faculty Senate because there were not significant changes.
2. Sustainability and environmental stewardship were included in the new Strategic Plan for Calvin. This will lead to more concerted efforts as implementation begins.
3. One of the responsibilities listed in the ESC mandate is to “serve as a structure for exchange of information and communication among decision making units that influence the environment.” Much of the committee effort is focused on providing a forum for people representing many parts of campus to communicate with each other.
4. Goals set for Academic year 2013–2014:
   - ESC approved a CERF project to replace lighting in the Track and Tennis Center; this was accomplished this year and it will lead to significant savings for the college over time.
   - ESC approved a CERF project to replace shower heads in dorms.
   - Support campus efforts toward President LeRoy's signing the ACUPCC.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. ESC encouraged attendance at the two CEAP Poster Sessions (held Dec. 5, 2013 and May 8, 2014).
   2. ESC approved CERF project to update lighting in the Track and Tennis Center.
   3. ESC endorsed a recommendation to move Calvin's community garden to a new location and this has happened.
   4. We hosted two visitors from Goshen College in December who are interested in having Goshen and Calvin collaborate more on sustainability initiatives.
   5. ESC supported the Kill-a-watt competition in January organized by Residence Life.

D. Issues that will continue to be before the committee next year
   1. Oversight of CERF will be a part of ESC activities as long as the current CERF administrative structure is in place.
   2. A request that the President sign the American Colleges and Universities President's Climate Commitment. This may also involve hosting an ACUPCC consultant who would make recommendations for Calvin.
   3. Implement dashboard as a way to communicate the Sustainability Scorecard.
   4. Develop a communication strategy regarding Sustainability activity on campus.

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**Gender Equity (CGE)**

**Governance Committee**

**Chair: David Leugs**

A. Major issues addressed by the committee during the 2013–14 year

*Committee mandate revision.* The committee proposed and gained approval for an updated committee mandate. The purpose of the proposed changes to the mandate reflected the committee's understanding of the growing concerns within the Calvin community for people of variant gender identities and expressions. With a clear understanding of the fact that the committee was originally formed as part of Calvin's pursuit of gender equity between women and men, the 2011-2012 gender climate survey and subsequent reports demonstrate that Calvin is making great strides in this area. Current concerns that are being brought to the attention of the committee are shifting away from the traditional binary definition of gender and toward a broader definition. CGE seems the natural home of all gender-related concerns at Calvin, so the committee mandate should naturally shift in order to reflect the broader scope of gender concerns at Calvin.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. Gender-neutral restrooms
      - The committee created an on-line map of all gender-neutral restrooms on campus. It is available here with a link to the map on Google maps.
• The committee also worked with Student Life, SAGA (Sexuality Awareness, Gender Acceptance), and Physical Plant to locate and identify further restrooms on campus that could be easily and inexpensively remodeled into gender-neutral restrooms, especially in the Commons building. This project is ongoing.
• The committee also met with representatives of Physical Plant to alert them to the need for inclusion of gender concerns involved in future building planning, remodeling, or expansion. Specifically, single occupant gender-neutral restrooms should be included in the plans for any future building construction projects on Calvin’s campus.

2. **Transgender Student Names Project.** CGE authored a proposal that would allow transgender students more control of their name and how it appears on some Calvin lists and locations. The proposal has been sent to Student Life and the Provost’s office for approval.

3. **“Trans 101” Events.** CGE, along with Student Life and the Sexuality Series, co-sponsored a few informational events regarding transgender issues, definitions, and concerns. Beginning with the President’s cabinet and administrative levels and filtering down to faculty and staff levels, the plan is to continue these events in the coming year(s).

4. **Orientation and Gender Awareness.** Committee representatives met with John Britton to express the need for broader gender equity concerns in the QUEST orientation break-outs and dramas.

D. **Issues that will continue to be before the committee next year**

1. Gender identity issues on campus: Continue to work with Campus Ministries, SAGA, Student Life and possibly Human Resources to host more “Trans 101” informational events on transgender and intersex gender identifications.

2. Continue to lobby for more gender neutral, single occupant restrooms on campus, and continue to work toward the inclusion of the gender-neutral restroom map on the main Calvin web page map.

3. Take up discussion of safety issues for women on campus, especially regarding domestic/dating violence.

4. Further follow-up on Family Friendly Benefits: Revise the document listing examples of faculty maternity leave and insure that it continues to be made available in print and on-line.

5. If and when the financial climate improves, continue to re-propose the family care leave proposal and the paid holidays for part-time staff proposal. These were not approved in 2008–2009 for budgetary reasons, but the need for equity in these areas still exists.

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**Faculty Development (FDC)**

**Governance Committee**

**Chair: Steve VanderLeest**

A. **Major issues addressed by the committee during the 2013–14 year**

1. **Sabbatical Awards.** The faculty pool of sabbatical applications was 19 in fall 2013 (compared to 27 in 2012, 29 in 2011, 19 in 2010). As a college we have made a commitment to funding both sabbaticals and CRFs (holding a portion of total funding aside to ensure funding CRFs). We approved 17 applications and denied 2.

2. **Calvin Research Fellowship (CRF) Awards.** The number of CRF applicants was 23 in fall 2013 (compared to 29 in 2012, 39 in 2011, 31 in 2010). We decided to award all applicants, but in some cases with fewer course units than proposed due to a tight budget. The total units requested was 36, but we could only award 25 total.

B. **Actions brought before Faculty Senate**

None

C. **Other actions, not involving Faculty Senate, that the committee initiated or implemented**

Developed a more thorough and equitable review process for sabbatical and CRF applications.
D. Issues that will continue to be before the board next year

The reduced funding levels for faculty scholarship through sabbaticals and CRFs in the last couple years will have a long-term detrimental impact on faculty research and publication. The committee and the Dean for Research have warned faculty that the application process is now rather competitive. This has led to somewhat fewer, but stronger applications.

**GOVERNANCE (GOVER)**

**GOVERNANCE COMMITTEE**

**CHAIR: CLAUDIA BEVERSLUIS**

**A. Major issues addressed by the committee during the 2013–14 year**

1. Vacancies on committees and boards within the governance system were filled. Elections were held to choose new members for COG (SSCD division), PPC (two at-large positions), and Faculty Senate (department, division, and at-large senators; and a vice president)
2. The use of ranked-order voting, by which one ballot can fill multiple openings, was discussed and approved for college elections.
3. Preparations for the mandated review of the college’s governance system were made; the actual review will be conducted in 2014–15.

**B. Actions brought before Faculty Senate**

1. COG13-01: Reports to Faculty Senate from the committees and boards within the governance system
2. COG13-02: A revision to the mandate of the Core Curriculum Committee, whereby an additional student member was added.
3. COG13-03: A revision to the mandate of the Environmental Stewardship Committee, incorporating changes to its composition.

**C. Other actions, not involving Faculty Senate, that the committee initiated or implemented**

**D. Issues that will continue to be before the committee next year**

1. A major review of the governance system
2. Conducting elections to COG, Faculty Senate, and PPC for 2015–16
3. Appointments to committees for 2015–16

**HEKMAN LIBRARY COMMITTEE (HLC)**

**GOVERNANCE COMMITTEE**

**CHAIR: VICTOR NORMAN**

*No report submitted*

**INSTITUTIONAL BIOSAFETY BOARD (IBC)**

**GOVERNANCE COMMITTEE**

**CHAIR: KEITH GRASMAN**

**A. Major issues addressed by the committee during the 2013–14 year**

No major issues confronted the committee this year. The committee emphasized the ongoing administration of responsibilities for compliance with grant regulations and for ensuring safety of students, faculty, and staff working with recombinant DNA and (or) potentially infectious microorganisms (see section C for details).
B. Actions brought before Faculty Senate

None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented

1. The committee reviewed and approved biosafety protocols for five research projects. This was done through designated review by the committee chair, institutional biosafety officer, and biosafety coordinator (EHS representative). All five new protocols were for non-Calvin investigators working in the West Michigan Regional Lab facility.

2. The committee met and reviewed a draft document for IBC operating guidelines. This document was revised at the meeting, but no vote was taken. The document will undergo further revision by the biosafety coordinator, officer, and committee chair will be brought to the full committee for a vote during the next academic year.

3. The committee's roster was submitted to the National Institutes of Health, which is required annually.

4. A number of record-keeping and communication functions were transferred from the institutional biosafety officer (Lori Keen, biology laboratory services manager) to the biosafety coordinator (Heather Chapman, EHS representative) to balance the administrative workload of the committee.

D. Issues that will continue to be before the board next year

1. Review new IBC protocols.

2. Request and review an annual report for each approved IBC protocol.

3. Maintain records for all approved IBC protocols and reports.

4. Continue biosafety training for new committee members and investigators.

5. Submit the committee's roster to NIH annually.

6. Establish an IBC web page describing the purpose and procedures of the IBC. IBC policies, forms, and training materials would be available for download on this web page. This would be similar to the existing web site of the Institutional Review Board (IRB).

7. Revise and adopt IBC operating guidelines (see item C 2).

8. Consider the need for formal recognition of the positions of the institutional biosafety officer and biosafety coordinator as they facilitate the administrative work of the committee, especially training and record keeping, and to ensure that individuals in these positions have the time and resources needed to fulfill these tasks.
D. Issues that will continue to be before the committee next year

The board will monitor changes to the federal requirements and seek to assure that research completed at Calvin meets those requirements.

<table>
<thead>
<tr>
<th>#</th>
<th>PI</th>
<th>Dept.</th>
<th>Project Title</th>
<th>Category</th>
<th>Approval</th>
<th>Expiration</th>
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<tbody>
<tr>
<td>13-026</td>
<td>Kelly Pengally</td>
<td>Taylor University</td>
<td>Study Abroad: Creating a Culture of Curiosity on the Home Campus by Translating Meaningful...</td>
<td>Expedited</td>
<td>7/11/2013</td>
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<tr>
<td>13-028</td>
<td>Stephanie Sandberg</td>
<td>Communication Arts &amp; Science/ Theatre</td>
<td>The literacy theatre project</td>
<td>Expedited</td>
<td>7/18/2013</td>
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<tr>
<td>13-029</td>
<td>Sarah Kolk</td>
<td>Hekman Library</td>
<td>Project SAILS</td>
<td>Expedited</td>
<td>7/22/2013</td>
<td>7/22/2014</td>
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<tr>
<td>13-031</td>
<td>Brian Kreisman</td>
<td>Communication Arts and Sciences</td>
<td>High frequency audiometry test/retest reliability</td>
<td>Expedited</td>
<td>8/13/2013</td>
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<tr>
<td>13-032</td>
<td>Victor Norman</td>
<td>Computer Science</td>
<td>Investigation into correlation between regularly quizzing students &amp; their overall performance in introductory computer science</td>
<td>Expedited</td>
<td>8/14/2014</td>
<td>8/14/2014</td>
</tr>
<tr>
<td>13-033</td>
<td>Laura DeHaan</td>
<td>Psychology</td>
<td>Mentoring adolescents</td>
<td>Expedited</td>
<td>8/26/2013</td>
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<tr>
<td>13-034</td>
<td>Blake Riek</td>
<td>Psychology</td>
<td>Transgressions in relationships</td>
<td>Expedited</td>
<td>9/13/2014</td>
<td>9/13/2014</td>
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<tr>
<td>13-035</td>
<td>Eric Jones</td>
<td>Psychology</td>
<td>Making judgments</td>
<td>Expedited</td>
<td>9/19/2013</td>
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<tr>
<td>13-036</td>
<td>Philip Stegink</td>
<td>Education</td>
<td>Inclusion of Students with Cognitive Impairment in Care Two Classes: An Investigation</td>
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<td>9/19/2014</td>
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<td>13-038b</td>
<td>Julie Yonker</td>
<td>Psychology</td>
<td>Development of the character trait of humility</td>
<td>Full</td>
<td>9/26/2014</td>
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<td>13-042</td>
<td>Rachel Venema</td>
<td>Sociology and Social Work</td>
<td>Kid's Hope USA phone survey of middle school mentors</td>
<td>Expedited</td>
<td>10/7/2014</td>
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<td>13-043</td>
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<td>Situational reaction II</td>
<td>Expedited</td>
<td>10/9/2014</td>
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<td>Arlene Hoogewerf</td>
<td>Biology</td>
<td>Community health opinion survey of 18-25 year olds living in Kent County</td>
<td>Expedited</td>
<td>10/18/2014</td>
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<td>13-045</td>
<td>Anna Wassink</td>
<td>GVSU</td>
<td>Using a mental health board game intervention to reduce mental illness stigma among nursing</td>
<td>Expedited</td>
<td>10/24/2014</td>
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<td>13-047</td>
<td>Gail Zandee</td>
<td>Nursing</td>
<td>Nursing department community partnership</td>
<td>Expedited</td>
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<td>13-048</td>
<td>Arlene Hoogewerf</td>
<td>Biology</td>
<td>Public health opinion survey concerning options for maternity care</td>
<td>Expedited</td>
<td>11/18/2014</td>
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<td>14-001</td>
<td>Brian Kreisman</td>
<td>Communication Arts &amp; Science</td>
<td>Comparison of microphone settings between hearing aids</td>
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<td>1/4/2014</td>
<td>1/4/2015</td>
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<td>14-003</td>
<td>Brian Kreisman</td>
<td>Communication Arts &amp; Science</td>
<td>Evaluation of a hearing rehabilitation group</td>
<td>Expedited</td>
<td>1/20/2014</td>
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<td>14-004</td>
<td>James Rooks</td>
<td>Education</td>
<td>Tripod Survey</td>
<td>Exempt</td>
<td>1/24/2014</td>
<td>1/24/2015</td>
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<tr>
<td>14-005</td>
<td>Mike Stob</td>
<td>Provost Office</td>
<td>HERI Faculty Survey</td>
<td>Expedited</td>
<td>1/24/2014</td>
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<td>14-006</td>
<td>Neil Carlson</td>
<td>Center for Social Research</td>
<td>Women in Leadership National Study (WILNS)</td>
<td>Expedited</td>
<td>1/30/2014</td>
<td>1/30/2015</td>
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<td>14-007</td>
<td>Amber Warners</td>
<td>Kinesiology</td>
<td>Volleyball position training using immediate feedback with a 10-way wireless microphone system</td>
<td>Expedited</td>
<td>1/31/2014</td>
<td>1/31/2015</td>
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<tr>
<td>14-008</td>
<td>Jeremiah Castle</td>
<td>Notre Dame</td>
<td>ROCK OF AGES: SUBCULTURAL RELIGIOUS IDENTITY AND PUBLIC OPINION AMONG EVANGELICAL MILLENNIALS</td>
<td>Expedited</td>
<td>1/31/2014</td>
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<td>14-010</td>
<td>Eric Jones</td>
<td>Psychology</td>
<td>Individual and group games</td>
<td>Expedited</td>
<td>2/17/2014</td>
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<td>14-011</td>
<td>Blake Rieke</td>
<td>Psychology</td>
<td>Group perceptions</td>
<td>Expedited</td>
<td>2/19/2014</td>
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<td>14-012</td>
<td>Rachel Venema</td>
<td>Sociology &amp; Social Work</td>
<td>Community perspectives in research class partnership</td>
<td>Expedited</td>
<td>2/22/2014</td>
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<td>14-014</td>
<td>Chris Klein</td>
<td>Residential Life</td>
<td>Assessing resident life outcomes in residence-based housing</td>
<td>Expedited</td>
<td>2/22/2014</td>
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### Committees' Annual Reports to Faculty Senate

**COG14-01: Committees' Annual Reports to Faculty Senate**

#### PI Dept. Project Title Category Approval Expiration

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<tr>
<th>#</th>
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<td>14-023</td>
<td>Adejoke Ayoola</td>
<td>Nursing</td>
<td>Preconception Reproductive Knowledge Promotion (PREKNOP)</td>
<td>Expedited (Renewal)</td>
<td>3/21/2014</td>
<td>3/21/2015</td>
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<td>14-027</td>
<td>Hannah Adderly</td>
<td>Taylor University</td>
<td>A Culture that Aspires, A Culture that Inspires: A Case Study Analysis of the Calvin Philosophy Department</td>
<td>Expedited</td>
<td>4/3/2014</td>
<td>4/3/2015</td>
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<td>14-028</td>
<td>Don Tellinghuizen</td>
<td>Psychology</td>
<td>Rating Political Views</td>
<td>Expedited</td>
<td>4/7/2014</td>
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<td>14-035</td>
<td>Jesse Moes</td>
<td>Nursing</td>
<td>Heartside Healthy Feet</td>
<td>Full</td>
<td>6/10/2014</td>
<td>6/10/2015</td>
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<tr>
<td>14-036</td>
<td>Julie Shatz-Stevens</td>
<td>Aquinas-Psychology Department</td>
<td>From Families of Origin to Emerging Adults</td>
<td>Expedited</td>
<td>6/10/2014</td>
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**INTERIM TERM (ITC)**

**Governance Committee**

**Chair: Debra Freeberg**

A. **Major issues addressed by the committee during the 2013–14 year**

1. Approved courses for the approaching 2014 interim.
2. Institutes a paperless committee system
3. Instituted an online interim registration form for the campus
4. Implementation of strategic off-campus courses
5. Obtaining Dean level budget approval for part-time instructors before committee deliberation
6. Integrating Off-Campus Programs travel risk management needs into the proposal process
7. Continuing to monitor DCM faculty distribution, part-time staff and budget considerations. Worked with DCM coordinator
8. ITC guidelines for interim courses
9. ITC policies refined for January and May terms
10. Reviewed on-campus, Off-campus and DCM proposals for the 2015 interim

B. Actions brought before Faculty Senate
1. 31 approved Off-campus courses were presented (28 January and 5 May terms) March 2014
2. 69 approved regular on-campus courses and 25 DCM courses were presented May 2014
3. 14 additional courses for the 2014 interim course catalogue were approved by ITC between September 2013 and January 2014.

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented

D. Issues that will continue to be before the committee next year
1. Implementation of strategic off campus programs
2. The role of the committee as it strives to preserve the “spirit” of the interim. Continued discussion of interim W classes balance with core classes and DCMs
3. Continue to work closely with Off-campus programs and the Travel Safety committee with regards to faculty-student ratios on off-campus interim courses
4. The idea of W classes counting as core classes has been brought before the committee. We expect this discussion to continue
5. On-going review of ITC guidelines.

MULTICULTURAL AFFAIRS (MAC)
GOVERNANCE COMMITTEE
CHAIR: MICHELLE LOYD-PAIGE

A. Major issues addressed by the committee during the 2013–14 year
1. The Loss of Faculty and Staff of Color
2. The lack FEN-related professional development participation among faculty and staff
3. The question, “How will issues of diversity be represented within the new strategic plan

B. Actions brought before Faculty Senate

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Selection of the From Every Nation Teaching Excellence Award recipient, Joel Navarro
2. Collection of 2014 end-of-the-year divisional reports

D. Issues that will continue to be before the committee next year
1. Improved retention of Faculty and Staff of Color
2. Greater support and improved retention for Students of Color
3. Full compliance of all faculty, staff, and administrators with FEN-related professional development participation and reporting.
4. Implementation of Safer Spaces and monitoring of racial bias reports.
5. Partners for a Racism Free Community assessment

OFF-CAMPUS PROGRAMS COMMITTEE (OFFC)
GOVERNANCE COMMITTEE
CHAIR: CHAD TATKO

No report submitted
Rhetoric across the Curriculum (RAC)

Governance Committee
Cochairs: Karen Saupe and Kate van Liere

A. Major issues addressed by the committee during the 2013–14 year
1. Interpretation and dissemination of the 2013 survey: Neil Carson of the SRC completed the tabulation of the 2013 survey results in Tableau software. The committee discussed the results at its December and April meetings, and presented a summary at the department chairs’ retreat on 28 May 2014, highlighting ways that chairs may draw on data to assist in revision of departmental rhetoric programs.
2. Overhaul of the RAC website: Kate van Liere requested and received $500 grant from CTLN to fund the redesign and expansion of the RAC website (www.calvin.edu/academic/rhetoric/). The redesigned site features an expanded overview of the Rhetoric Center and its personnel; teaching resources for faculty; writing and citation resources for students, and a section on “Writing with Integrity” designed to help prevent plagiarism.

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Faculty development. Kate Van Liere and Karen Saupe oriented new faculty in the Kuiper Seminar to the aims of the RAC program, “writing to learn” strategies, and integrity in student writing. Kate Van Liere and Craig Hanson hosted a faculty workshop on May 27 on “nurturing integrity in student writing.” Plans are being made to offer rhetoric-related presentations at Fall Faculty Conference.
2. Collaboration with Student Life on streamlining and clarifying the Academic Dishonesty Policy. Kate van Liere initiated a discussion with Jane Hendriksma about revising the language in both the Faculty and Student Handbooks to help faculty understand and comply with the policy. Kate will work with Jane on this over the summer, ensuring that revised language is prominently feature on the RAC website as well as the Student Life and Provost’s websites and is communicated to faculty.
3. Communication with academic departments about review and revision of rhetoric programs.

D. Issues that will continue to be before the committee next year
1. Work with departments to revise out-of-date rhetoric programs (priority departments: Economics & Business, Education, GEO, Math, German.)
2. Continue expansion, revision, and promotion of new website, including adding graphics and editing departmental rhetoric programs to make them more pedagogically useful for faculty and students.
3. Continue and expand new faculty enrichment opportunities in cooperation with CTLN, International Student Development (Linda Bosch and Leanne Nagel’s successor).
4. Initiate a college-wide writing or rhetoric prize to enhance prestige of rhetoric among student body.
5. Discuss whether non-departmental programs (CMS, IDS) should have rhetoric programs.

Scholarships and Financial Aid (CSFA)

Governance Committee
Chair: Dana Hebreard

A. Major issues addressed by the committee during the 2013–14 year
The full committee met once, on October 1, 2013. During this meeting, the committee members introduced themselves and reviewed the mission. Craig Heerema explained the structure of the committee and how it would be split into two sub-committees for efficiency. Most of the work of the committee was carried out through these groups:
the First Time in Any College (FTIAC) and Transfer sub-committee and the Upperclassmen subcommittee.

1. The FTIAC and Transfer sub-committee met regularly during the fall and early spring to review the academic scholarships awarded to prospective first year and transfer students. By June 6, 2,524 academic scholarships had been awarded to potential students for 2014-2015. The initial awards were automatically awarded; sub-committee members then reviewed the awards to ensure accuracy and consistency, and made decisions about awards for students who were near the cut-offs for the different scholarships. The sub-committee also determined the recipients of Trustees scholarships, and offered 137 of these awards. It should be noted that the committee increased the number of Trustee Awards due to last year’s lower acceptance rate. This had a positive result as we were able to significantly increase our yield in the Trustee category by expanding the award group. However, the total number of academic scholarships awarded to incoming students for 2014 is down by just over 100 awards compared to 2013. This approximately corresponds to the lower number of admitted students. Although the total yield rate only went down by 1%, there was a notable drop in yield in the Dean’s and Faculty Honors categories.

### Academic Scholarships Awarded & Yield

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>(6/06/14)</th>
<th>2013-14 Final</th>
<th>2012-13 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Awarded</td>
<td>Accepted</td>
<td>Yield</td>
<td>Awarded</td>
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<tr>
<td>National Merit</td>
<td>40</td>
<td>9</td>
<td>23%</td>
<td>45</td>
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<tr>
<td>Trustee</td>
<td>137</td>
<td>51</td>
<td>37%</td>
<td>102</td>
</tr>
<tr>
<td>Presidential</td>
<td>445</td>
<td>167</td>
<td>38%</td>
<td>529</td>
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<tr>
<td>Deans</td>
<td>554</td>
<td>191</td>
<td>34%</td>
<td>505</td>
</tr>
<tr>
<td>Faculty Honors</td>
<td>557</td>
<td>184</td>
<td>33%</td>
<td>557</td>
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<tr>
<td>Honors</td>
<td>419</td>
<td>156</td>
<td>37%</td>
<td>492</td>
</tr>
<tr>
<td>Knollcrest</td>
<td>138</td>
<td>52</td>
<td>38%</td>
<td>142</td>
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<tr>
<td>Heart and Hand</td>
<td>234</td>
<td>72</td>
<td>31%</td>
<td>259</td>
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<tr>
<td>Total Academic</td>
<td>2,524</td>
<td>882</td>
<td>35%</td>
<td>2,631</td>
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<tr>
<td>Mosaic Award</td>
<td>537</td>
<td>177</td>
<td>33%</td>
<td>538</td>
</tr>
<tr>
<td>1st Generation</td>
<td>201</td>
<td>68</td>
<td>34%</td>
<td>214</td>
</tr>
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</table>

2. The Upperclassmen subcommittee has met, and will continue to meet, during the summer to review appeals by returning students who have had their scholarship awards reduced or taken away completely because their GPA did not meet the criteria for renewal.

B. Actions brought before Faculty Senate

None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented

1. At the request of a committee member, we switched his sub-committee from the first year students to the returning students as he had a high school senior entering Calvin for the 2014-2015 academic year. This was a thoughtful request and something the committee might want to note in the future in order to avoid any conflicts of interest.

2. The Mosaic and First Generation Award numbers look similar from last year (see graphic above). There has been a significant increase in Mosaic awards since the changes in award structure in 2013 which perhaps correlates to the growth in incoming AHANA students. The committee will continue to monitor enrollment next year.

D. Issues that will continue to be before the committee next year

1. One consequence of the increase in the dollar value of the scholarships is that the gaps between scholarships of different levels (Presidential, Deans, etc) have increased. As a result, a returning student whose scholarship drops down a level or two because of a lower GPA can experience a significantly increased loss of dollars, especially if they do not receive need-based aid. The subcommittee which reviews appeals from returning students should take this into account next year when setting criteria for making decisions.
2. The Enrollment Division is working with Scannell & Kurz, a financial aid and enrollment consulting firm, to review our enrollment processes related to admissions, marketing, and financial aid. This will include a targeted evaluation of our scholarship programs to determine their effectiveness and how we compete in the market.

3. Finances continue to be a factor in the college decision process. According to the most recent results from the annual exit survey for students (2012-2014), 37% of the respondents indicated that financial-related issues were either the most important or the next most important reason for leaving Calvin among those who filled out the survey.

4. The CSFA will use the 2014-2015 year to identify ways to more broadly educate staff and faculty on financial aid programs and the complex issues associated with financing a Calvin education.

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### Student Discipline (SDC)

**Governance Committee**  
**Chair: Kevin Vande Streek**

**A. Major issues addressed by the committee during the 2013–14 year**

1. The Student Conduct Committee met in October 2013 to train new members.

2. During the 2013–14 academic year, the committee did not meet for a student hearing because students opted for informal resolutions.

3. In March–April 2014, Kevin Vande Streek, faculty chairperson and Jane Hendriksma consulted on compliance issues related to new federal mandates. Vande Streek and Hendriksma also met to review drafts of the Safer Spaces policy.

4. In April 2014, the Student Discipline Committee faculty members had the opportunity to review and respond to a draft of the college’s new Safer Spaces Policy.

**B. Actions brought before Faculty Senate**

**C. Other actions, not involving Faculty Senate, that the committee initiated or implemented**

**D. Issues that will continue to be before the committee next year**

In May, 2014, Faculty Senate approved the Safer Spaces Policy. Under Safer Spaces, the formal hearing function of the Student Discipline Committee will be replaced by a Safer Spaces administrative hearing panel.

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### Student Discipline Committee Appellate Board (SDCAB)

**Governance Committee**  
**Chair: Shirley Hoogstra**

**Appeal Hearings 2012–2013**

<table>
<thead>
<tr>
<th>Name of Student</th>
<th>Appeal Hearing Date</th>
<th>Violation and Date Appeal Granted/Denied</th>
</tr>
</thead>
</table>
| Junior Male     | November 14, 2013   | Violating Student Code Conduct  
• Alcohol – irresponsible hosting  
• Noise violation  
Granted: Reduce sanction to personal probation. |
A. Major issues addressed by the committee during the 2013–14 year
   1. The committee has continued the project of revising the committee’s mandate, which is several years out of date. Because the most substantive portion of the mandate (Appendices) involves the chartering of new student organizations and the oversight work of the media subcommittee, two subcommittees were formed to draft revisions to the respective sections of the mandate. We finished the year with draft revisions to the mandate; finalizing these drafts will be the first order of business for the committee in 2014-15.
   2. The committee endorsed the new sports organization guidelines and policies; Bob Crow has been appointed to serve as a Student Life Division liaison to sports organizations (volleyball, ultimate Frisbee, equestrians, women’s rugby, men’s rugby).
   3. The committee chartered several new student organizations, relying primarily on assessments by Paula Englin, Coordinator of Student Organizations.
   4. The media committee interviewed and selected editors for Dialogue and Chimes for the 2014–2015 school year:
      • Lauren DeHaan – Chimes Editor-in-Chief
      • Alden Hartopo – Chimes online editor
      • John Muskyns – Chimes print editor
      • Meg Schmidt – Dialogue editor
      • Jack Van Allsburg – Dialogue layout editor
   5. The committee received updates and discussed issues related to controversial Chimes opinion pieces on creationism and abortion. The Chimes co-advisors, David Hoekema and Lynn Rosendale, were involved with responses to concerned constituents. The chair and advisors also followed-up with the Chimes editors and writers involved.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. To address the problem of a possibly unsustainable number of student organizations, and to encourage a higher level of responsibility among student leaders, the committee revised the chartering process to accept applications only twice per year (in the spring for the fall semester, and in November for the spring semester). Late or incomplete applications will be carried over to the next application period. The new procedure was implemented with the spring chartering of student organizations and seemed to go well.
   2. The committee, at the recommendation of the media subcommittee, restructured Chimes leadership to include three editors: the editor-in-chief, the online editor, and the print editor.
   3. The committee, at the recommendation of the media subcommittee, restructured Dialogue leadership to include a chief editor and a layout editor.
   4. The committee held an ad hoc meeting late in the semester with students, their advisor, and other interested parties to address a situation with a student organization (Calvin Republicans) that invited a speaker (Michael Peroutka) with the Institute on the Constitution (IOTC) who we later learned has ties to the neo-confederate group League of the South. Student leadership and their advisor knew nothing of these ties and accepted responsibility for not conducting sufficient research on the speaker. The student leaders pulled the facebook photos of the event and followed through with IOTC to have the images removed from their websites. Matt Kucinski, Communications and Marketing, drafted a statement in response to the situation. Further action may be pending because of concerns that our response was not strong enough.
D. Issues that will continue to be before the committee next year
   1. Finalizing the SLC mandate and forwarding it to Faculty Senate.
   2. Supporting faculty advisors of student organizations with clearer expectations and incentives.
   3. Monitoring newly implemented procedures and restructuring for effectiveness.

| **INSTITUTIONAL ANIMAL CARE AND USE (IACUC)** |
| **ADVISORY COMMITTEE** |
| No report submitted |

| **ENVIRONMENTAL HEALTH AND SAFETY (CEHS)** |
| **ADVISORY COMMITTEE** |
| **CHAIR: RANDY BROUWER** |
| No report submitted |

| **INFORMATION SERVICES COMMITTEE (ISC)** |
| **ADVISORY COMMITTEE** |
| **CHAIR: NANCY HULL** |
| No report submitted |

| **CALVIN CENTER FOR CHRISTIAN SCHOLARSHIP (CCCS)** |
| **GOVERNING BOARD** |
| **CENTER DIRECTOR: SUSAN FELCH | BOARD CHAIR: DON TELLINGHUISEN** |

A. Major issues addressed by the board during the 2013–14 year
   1. This past fall (2013), the Calvin Center for Christian Scholarship (CCCS) granted funding to four Major Grant proposals for a total of $53,500.
      - Brian Bolt (Kinesiology): “A Declaration on Faith and Sport.”
      - Carl Plantinga (CAS): “The Spectator Judge: Affect and Ethics in Narrative Film.”
      - Joel Zwart (Center Art Gallery) and Joel Carpenter (Nagel Institute): “Between the Shadow and the Light: An Art Exhibit arising from Project R5, in Africa.”
   2. In the spring (2014), the CCCS Governing Board funded five small grant projects for a total of $12,600
      - Donald DeGraaf (Off-Campus Programs and Kinesiology), Mwenda Ntarangwi (Off-Campus Programs and IAPCHE), and Pennyllyn Dykstra-Pruim (German): Workshop and student assistants for the project “Learning, Living, and Exploring One’s Faith Abroad: Embracing the Journey.”
      - Young Kim (Classics and History): Indexing and final manuscript preparation for Epiphanius of Cyprus: Imagining an Orthodox World to be published by U of Michigan Press.
      - Frans van Liere (History): Indexing and funding for student assistant to compile bibliography for Victorine Texts in Translation vol. 6. Interpretation of Scripture: Practice to be published by Turnhout and New City Press.

3. In the spring (2014), the CCCS Governing Board funded two working groups for 2014–2015 for $6960.
   - Mike Van Denend (Alumni Association) and Julie Yonker (Psychology): 2014–2015 working group on “Christian Perspectives on Mental Illness.”


B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
   Reconstitution and reorganization of The Calvin College Press

D. Issues that will continue to be before the board next year
   None beyond the usual business

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**Calvin Center for Innovation in Business (CCIB)**

**Governing Board**
Center Director: Bob Eames | Board Chair: Frank Speyers

A. Major issues addressed by the board during the 2013–14 year
   1. The board approved the operating budget for fiscal year 2014-15.
   2. The board reviewed program goals and accomplishments for the year.
   3. The board reviewed the financial status of the endowment and the Center’s 2-1 account in fall of 2013.
   4. The board re-appointed the center director to another term.
   5. The board was notified of the resignation of the program coordinator

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
   None

D. Issues that will continue to be before the board next year
   1. Financial support for the endowment and current operations of the center.
   2. Hiring and on-boarding of a new Program Coordinator.
A. Major issues addressed by the board during the 2013–14 year
   1. The Board approved the Institute’s operating budget for 2014-15.
   2. The Board approved the submission of a new grant proposal to Lilly Endowment, sent in Sept. 2013 and awarded in December 2013. The three-year project is titled “Preaching and Worship Portal.”
   3. The board reviewed CICW programmatic accomplishments for 2013-14,
      • several new publications, including Reading for Preaching by Cornelius Plantinga, Jr. (Eerdmans) and Readings in African American Church Music and Worship, Volume II (GIA Publications), edited by James Abbington;
      • a redesigned, device-responsive website;
      • three national consultations hosted by CICW: a consultation on spiritual formation in higher education settings with a focus on the millennial generation in a multi-cultural world; a gathering of musicians, worship leaders, and scholars to discuss faithful discipleship in the pop-rock worship music world; and a consultation on strengthening preaching practices with representatives from 20 seminaries across the US engaged in Lilly Endowment-funded preaching projects as well as several other national leaders in preaching-related work directly or indirectly funded by Lilly Endowment;
      • 80 HymnFests across the US and Canada sponsored by CICW and which draw upon resources in our new publication Lift Up Your Hearts;
      • Several CICW staff traveled and presented at conferences in Princeton, NJ; Mexico City, Mexico; and Vancouver, BC;
      • CICW hosted the annual Symposium on Worship (January), an international conference attended by 1500 guests with participation by 100 presenters and panelists. Highlights from January include preaching by Heidi De Jonge and Michael Nabors, teaching by Jeremy Begbie and Anne Zaki, singing from the red hymnal Lift Up Your Hearts, art exhibit by Sadao Watanabe, and fellowshipping with a record number of student participants (high school, college, and seminary) and international guests from 30+ countries.
      • A refreshed grants program—“Vital Worship: A Grants Program for Worshiping Communities”—and hosting the annual colloquium (June) for grant recipients, an event which brings together project directors completing the grant year as well as the brand new recipients for three days of common learning and networking.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented

D. Issues that will continue to be before the board next year
   1. How the specific work of CICW can support and align with the Calvin College strategic plan and be implemented through collaborative, cross-divisional means.
   2. Continued correspondence with the Development office to build the CICW endowment.
A. Major issues addressed by the board during the 2013–14 year
   1. Reviewed the CSR’s portfolio of contract- and grant-funded projects and monitored financial status, which has become much tighter due to deep operating budget cuts.
   2. In September 2013, reviewed and approved the Director’s proposal to promote the “Kent County Deliberative Poll” community civic engagement project, which emerged in part from a 2011-2012 faculty-alumni reading group on civility sponsored by CCCS and the Alumni Association. The Board approved allocation of $10,000 in cash reserves to fund the hiring of a temporary staff person to promote and organize the project.
   3. In September 2013, reviewed and approved the Director’s proposal to hire an Assistant Director in 2014. In Fall and Winter 2014, board members Elisha Marr and Allen Shoemaker served faithfully on the search committee and agreed on the selection of Dr. Laura Luchies, Calvin Psychology class of 2002, who holds a PhD in social psychology from Northwestern University, has a strong technical and managerial background, and evidenced powerful enthusiasm for the position. In March 2014, the Board approved an offer to Dr. Luchies, who accepted and began work at CSR on June 2, 2014 and is performing very well.

B. Actions brought before Faculty Senate

C. Other actions, not involving Faculty Senate, that the board initiated or implemented

D. Issues that will continue to be before the board next year

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**ECOSYSTEM PRESERVE (ECO)**

**GOVERNING BOARD**

**CENTER DIRECTOR: RANDY VAN DRAGT | BOARD CHAIR: BOB SPEELMAN**

No report submitted

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**KUYERS INSTITUTE (KIGB)**

**GOVERNING BOARD**

**INSTITUTE DIRECTOR: DAVID SMITH | BOARD CHAIR: CHRISTINA VAN DYKE**

A. Major issues addressed by the board during the 2013–14 year
   1. Administrative
      • Since 2008 the value of the Institute’s endowment has been significantly reduced relative to increases in salary and benefits costs. The situation has been exacerbated reductions in the draw-down percentage. In the immediate future these trends are offset by current reductions in staffing levels (though some of this will need to be regained) and by funds in two larger external grants for Kuyers Institute staffing costs over the next three years. Addressing the relationship between endowment level and structural needs remains a concern.
      • Institute staffing is undergoing considerable turnover at the end of 2014, with one staff member leaving the Institute to work full time in the Provost’s office and a project director retiring from leading the Institute’s international initiatives. A new staff member has been hired part-time to take up immediate administrative work. The current rhythm of programming allows for economies in the short-term; future staffing needs remain under review.
• Given the receipt of two substantial external grants (see below) and internal funding limitations, the Institute plans to focus its energies on these fewer, larger projects in the immediate future, though opportunities for funding other faculty work relating to Christian teaching and learning will remain.

2. Publications

• The Institute continues to co-sponsor the *Journal of Education and Christian Belief*, of which David Smith became Senior Editor in 2008. *JECB* is in the process of merging with the *Journal of Christian Education*, following which the merged titles will be re-launched as the *International Journal of Christian Education*, owned by Calvin College under the oversight of the Kuyers Institute and Graduate Studies in Education and published by SAGE Publications, joining their extensive stable of scholarly journals and accessing their extensive tools for journal management and marketing. The new journal will launch in Spring 2015.

• Logic Book. *The Little Logic Book* by Lee Hardy, Del Ratzsch, Rebecca Konyndyk DeYoung, and Gregory Mellem, the development of which was funded by the Kuyers Institute, was published by Calvin College Press.

3. Scholarship and Projects

• The Institute received a grant totaling $358,202 to run for three years funding empirical study of technology use at Holland Christian Schools, leading to research publications and a book on technology in Christian P-12 education. David Smith, Kara Sevensma, Marj Terpstra, and Steve McMullen will be conducting this research in cooperation with the Social Research Center. This will run alongside continuing work on the Faith and Science Teaching Project, funded by the Templeton Foundation. Both projects will help support Kuyers Institute staffing costs until 2016-2017. Several smaller faculty grants were awarded.

• Through the Institute's International Christian Schooling Initiative support was provided for Christian school leadership and teacher education development in Africa, Eastern Europe, and Central America.

• The fifth biennial Kuyers Institute scholarly conference on teaching and learning was held at the Prince Conference Center on October 3-5, 2013 under the title Virtues, Vices, and Teaching. A record 180 paper proposals yielded 90 sectional presentations and over 150 participants.

B. Actions brought before Faculty Senate

C. Other actions, not involving Faculty Senate, that the board initiated or implemented

D. Issues that will continue to be before the board next year

Several major projects are ongoing and will continue into 2014-2015.

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**Paul B. Henry Institute (HIGB)**

**GOVERNING BOARD**

**INSTITUTE DIRECTOR: KEVIN DEN DULK | BOARD CHAIR: JOEL WESTRA**

A. Major issues addressed by the Institute during the 2013–14 year

1. Financial oversight of the Paul Henry Institute budget, and planning for reduced endowment income draw in upcoming years.

2. Scheduled and coordinated speakers for the annual Pruis Rule of Law Lecture and the annual Paul B. Henry Lecture.


4. Selected and coordinated speakers for several lectures on campus on immigration and on constitutional protections.

5. Hosted mock competition for Potters House Christian School teams participating in “We the People” event.
6. Awarded 24 grants to Calvin students to reimburse travel expenses associated with internships, through funding from Kunnen Grant.
7. $20,000 grant received from Bradley Foundation for research project relating to religion and education policy.

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
2. Senior Research Fellow activity:
   • Todd Huizinga participated in a Calvin College Political Science panel on the Ukraine; convened major conference of North Atlantic Christian parliamentarians in Brussels
   • Mary Ma published an article in one scholarly journal and a chapter in Christianity and Chinese Public Life
   • Steve Monsma participated in a roundtable on capital punishment; published an article co-authored with Corwin Smidt in a scholarly journal
   • Corwin Smidt published a chapter in Coffee Shop Conversations; published an article co-authored with Steve Monsma in a scholarly journal; taught 2 community classes; presented research at the SSSR annual conference; continued research on forthcoming book
3. Henry Institute Director Kevin den Dulk chaired CRCNA Study Committee on Religious Persecution and Religious Liberty, which will report to Synod in 2015.
4. Two Calvin College students (Jenny Lamb and Joshua Nederhood) worked for the Henry Institute as student research assistants during the 2013–14 academic year.

D. Issues that will continue to be before the board next year
1. Financial oversight of the Henry Institute, Civic Education, Rule of Law and Bradley fund budgets
2. Continued efforts to develop external revenue sources to complement endowment funding and existing external grant resources
4. Lectures planned by the Institute, including the Henry Lecture and Pruis Rule of Law Lecture, as well as presentations by the Institute Director and Senior Research Fellows in the United States and abroad
5. Sponsorship of the biennial Symposium on Religion and Public Life in the spring of 2015
6. Implementation of programs related to civic education and funded by the Kunnen Family grant
7. Research related to religion and education policy as funding by the Bradley Foundation grant

H. HENRY MEETER CENTER FOR CALVIN STUDIES (MEET)

A. Major issues addressed by the board during the 2013–14 year
The Meeter Center Governing Board spent a considerable part of its Spring 2014 meeting getting clarification from the College and Seminary presidents (who serve on the Board) about the Center’s funding going forward. Both presidents committed to working together to seek an endowment for the Center, to give its programs a more secure financial foundation in the coming years.

B. Actions brought before Senate
None
C. Other actions, not involving Faculty Senate, that the board initiated or implemented

The Governing Board voted to approve the slate of six recipients of Meeter Center research fellowships for 2014–15, and approved the list of eight participants in the Meeter Center’s June 2014 two-week Genevan Paleography workshop.

D. Issues that will continue to be before the board next year

The Meeter Center’s sources of financial support in the short-, medium-, and longer-term will continue to be a focal point for the Board, as will the hosting of the 2015 Calvin Studies Society conference (April 9–11) and plans to mark the upcoming 500th anniversary of the Reformation (commemorating Luther’s 95 Theses) in 2017.

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**MELLEMA PROGRAM IN WESTERN AMERICAN STUDIES (MPGB)**

**GOVERNING BOARD**

**PROGRAM DIRECTOR: WILL KATERBERG | BOARD CHAIR: CHERYL BRANDSEN**

A. Major issues addressed by the board during the 2013–14 year

None

B. Actions brought before Faculty Senate

None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented

“Fossil Evidence for the Historical Development of Western North American Salmonid Ecosystems: Fossil Salmonids from the Neogene of SW Idaho and SE Oregon.”

D. Issues that will continue to be before the board next year

In consultation with the members of program governing board, the program director is working on sponsoring a variety of public events for the 2014-2015 academic year.

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**NAGEL INSTITUTE (NIGB)**

**GOVERNING BOARD**

**INSTITUTE DIRECTOR: JOEL CARPENTER | BOARD CHAIR: RICK PLANTINGA**

A. Major issues addressed by the board during the 2013–14 year

1. Engaging Africa (doing research and preparing a planning document, commissioned by the John Templeton Foundation and a partner organization, the Issachar Fund, to explore and weigh the prospects for grant making in sub-Saharan Africa)
2. Gospel and Culture Faculty Seminars for the Council for Christian Colleges and Universities (pursuing plans for a seminar in India for 2015)
3. Global Christian Higher Education initiative (*Christian Higher Education: A Global Reconnaissance*, a book of country and regional studies emanating from our global research project with IAPCHE, was published by Eerdmans, January 2014. Plans are underway to conduct two workshops at Calvin during the summer of 2014 to study the important findings of the book from remaining funds from the original Calvin Center for Christian Scholarship grant)
4. Primal Religions: Production work continues on three books resulting from this four year project coordinated by the Akrofi-Christaller Institute (Ghana)
5. Other publishing ventures
• "The Gospel in Culture: Contextualization Issues Through Asian Eyes" was published jointly in late 2013 by OMF Literature Inc. and ISACC (Institute for Studies in Asian Church and Culture)

• Baylor University Press monograph series: "The Making of Korean Christianity: Protestant Encounters with Korean Religions, 1876–1915" by Sun Deuk Oak, was published in late 2013; three more books are under contract and several other authors are at work on projects which may well result in contracts

• Turning South: New Directions in Christian Scholarship (Baker Academic): "Journey toward Justice: Personal Encounters in the Global South," by Nick Wolterstorff, was published by Baker Academic November 2013; "Reading a Different Story: A Christian Scholar’s Journey from America to Africa," by Susan van Zanten, was published December 2013; "From Every Tribe and Nation: A Historian’s Discovery of the Global Christian Story," by Mark A. Noll, is due out in October

• Nagel Fellowships were selected in December, 2013.

• Lectures/Events: three on-campus, public lectures were offered under Nagel auspices

B. Actions brought before Faculty Senate

None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented

1. The Nagel Institute launched a strategic planning initiative this year

2. Director Joel Carpenter has explored new possibilities for funding

D. Issues that will continue to be before the board next year

1. Several multi-year projects are ongoing and will continue into 2014-2015, especially strategic planning

2. Future funding opportunities

**SEMINARS IN CHRISTIAN SCHOLARSHIP (SCSGB)**

**GOVERNING BOARD**

**BOARD CHAIR: KARIN MAAG**

A. Major issues addressed by the board during the 2013–14 year

This past year has been a year of transitions for the Seminars program. Joel Carpenter stepped down as director in the early summer of 2013, and Mary Bennett, who had served diligently as the Program Coordinator of the Seminars program, resigned to take up a new position off-campus in March 2014. Dean Matt Walhout and the board worked to put in place some temporary part-time assistance, which will last until the late summer of 2014. The board also continues to evaluate the funding of the Seminars program, which currently relies on fees paid by conferences and seminars to pay for the coordinating staff’s work.

B. Actions brought before Faculty Senate

None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented

The board approved the slate of Communitas scholars for the summer of 2014 and made plans to welcome each group of seminar participants. The board also spent considerable time on examining potential scenarios for the future of the seminars program, taking into consideration staff availability, finances, and potential overlap with other college entities.

D. Issues that will continue to be before the board next year

In consultation with the Provost, the academic deans, and the directors of other centers and institutes at Calvin, the Seminars Governing Board will be assessing the future of the Seminars program. If there is agreement that the
program should continue, the Board will play a key role in recruiting and overseeing a more long-term staffing arrangement.

**Spoelhof Institute (SIGB)**

**GOVERNING BOARD**

**INSTITUTE DIRECTOR: GLENN TRIESENBERG | BOARD CHAIR: DAVID VAN BAAK**

A. **Major issues addressed by the board during the 2013–14 year**

   1. The institute will continue to support Calvin’s award-winning (*U.S. News and World Report* Top Fifteen) internship program by partially funding two Career Development staff salaries in 2014/2015.
   2. The institute will fund two faculty externship summer grants and two student internship summer grants in 2014-2015 to encourage recruitment of internship sites for History, Economics and Allied Health majors.
   3. The institute will fund development of an internship course consolidation proposal to maximize faculty talent and internship teaching efficiency.
   4. The institute director will develop a Phase II Career Development office plan to maximize the quality and efficiency of career counseling and internship programs across the curriculum.
   5. The institute will use funds from a $150,000, three-year grant from the John and Judy Spoelhof Family to support career development programs as well as any shortfalls in endowment proceeds for 2013-2016.
   6. Due to increasing cost and reduced endowment funding, the director implemented a 2012-2013 board decision to discontinue partial funding of faculty internship salaries in the engineering and business departments.
   7. The board gratefully acknowledged the contributions of retiring board members, Provost Claudia Beversluis and chair, David Van Baak.

B. **Actions brought before Faculty Senate**

   None

C. **Other actions, not involving Faculty Senate, that the board initiated or implemented**

   1. College-wide student internship participation increased by 7% this year for a total of 1010 for 2013-2014.
   2. 82% of 2013 graduates completed an internship or practicum while at Calvin.
   3. Institute-funded program goal outcomes were reviewed by the director and deemed satisfactory.

D. **Issues that will continue to be before the board next year**

   1. Monitor progress and/or implementation of Plan II Strategic Career Development Program plan for Internship and Career Counseling.
   2. Monitor internship, career counseling and faculty externship outcome goals to insure outcomes compliance.
   3. Continue to promote interdisciplinary internship and experiential learning pedagogy across departments that offer for-credit internship courses.
   4. Match available endowment funding and program costs to insure institute sustainability, and recognize funding and staff resource limitations.

**Van Lunen Center (VLGB)**

**GOVERNING BOARD**

**CENTER DIRECTOR: JAMES MARSH | BOARD CHAIR: GORD VANDERBRUG**

*No report submitted*