A. Major issues addressed by the committee during the 2015–16 year

Revision of the Core Curriculum

The major task for the Core Curriculum Committee this year has been the continued work of revising the core curriculum. During the 2014–15 year a subcommittee had worked intensively on developing several models for a new core, including significant detail about courses and categories. The approach this year was to work more closely with the Faculty Senate and department chairs on a broad structure for a new core and to then incorporate as many specifics as possible. The target date for the final proposal was May 2, when the full faculty would consider the proposal brought from Faculty Senate.

During the summer months of 2015, the provost’s office brought together a number of faculty and administrators to explore potential additional core models. The group had drafted six core outcomes that are tied to the Educational Framework—in keeping with a directive from the Higher Learning Commission (HLC) that, by July 2017, Calvin have in place an assessment plan for core that maps outcomes onto the Educational Framework. The Core Committee determined that the best way to proceed for revising core was to work with the provost’s ad hoc committee (“writing group”) on a regular basis to develop ideas, give responses, and reformulate or refine the ideas for a new core. Members of CORE and the ad hoc committee met each week, working in this manner. The committee communicated progress and sought reaction on a regular basis to Faculty Senate and department chairs. Some key reports generated by this process included continual refinements of the Core Outcomes document (alternatively referred to as Core Objectives), Principles for a New Core, a Curricular Map for Core and Educational Framework, and several smaller reports that supplemented development of these key reports, such as statements of alternative core models, core features, core challenges and information about and options for specific core categories such as the Rhetoric in Culture and the Foreign Language requirement.

Over the January Interim additional changes were made to the basic Core Outcomes document to make the outcomes more assessable and the document was sent along for consideration by EPC and Faculty Senate. CORE turned its attention to developing a core model for faculty consideration at the May 2, 2016, meeting. During second semester, CORE met jointly with members of EPC in order to avoid delays of normal committee timelines. Several workshops were held in March to get faculty reaction to core model options under consideration. Faculty Senate reviewed updates on current versions of core as they developed and suggested changes. A final version of the proposal was presented to Faculty Senate for consideration at its meeting on April 25.

Assessment of the Core Curriculum

CORE has been following a plan to assess two categories of core each year since 2013–2014 with the help of M. Stob and the Assessment Committee. Given the extreme workload of revising core, these assessments were not addressed by CCC this year.

B. Actions brought before Faculty Senate

1. Core Course Proposals:
   - STGE 125 Elementary German II for Engineers. This new course follows Germ 121 and fulfills the foreign language requirement for engineers. It is part of the Engineering Summer program in Germany.
   - IS 175 Productivity Software. New course for FIT Core Credit. Part of a broader package of IS program changes.
   - RECR 310 Theory and Philosophy of Therapeutic Recreation. Change of course title and revision.
   - CHEM 103, 104, 115, addition of 1 student credit hour to each course.
2. Program Proposals
   - Classics Department Program revision
   - IS and Digital Communication Program revision

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. Received documents concerning core category requirements and proposed core categories dealing with the foreign language requirement, the oral rhetoric requirement and the distinction between proposed tracks (BA vs. BS) from six departments. All were received for information.
   2. Received reports on DCM, CCE, and Off-Campus Programs core courses.

D. Issues that will continue to be before the committee next year
   1. Assessment of the core categories.
   2. CORE will need to develop SLOs for the existing core categories so they can be assessed.
   3. Consideration of reduced core for the BCS degree. (Document 29-15-16 was tabled.)
   4. Review of recommendations regarding administrative changes to provide more consistency and integrity to the core curriculum. It is currently difficult for the Core Curriculum Committee to fulfill its mandate. Faculty turnover is great and the scope of the work is overwhelming. Some have suggested the need for a director or a dean of core. Others have suggested changes in the way that core courses are initially approved and evaluated.
A. Major issues addressed by the committee during the 2015–16 year

Over the course of the year, the Educational Policy Committee met 23 times. During the spring 2016 semester, the EPC met weekly with the Core Curriculum Committee to discuss and draft a proposed two-track core revision, which passed CCC, EPC, and Faculty Senate, but it did not receive a 60% majority in a vote at the full Faculty Assembly on May 2, 2016.

New or Extensively Revised Programs or Policies

• Data Science Major
• Graduate Studies ad hoc Committee Report
• Core outcomes
• MAcc Program

Revised Majors/Minors

• Social Work Minor
• IDS major
• GEO Program
• German Studies Major
• IS and Digital Communications Majors
• Mathematics and Statistics Program revision (including Statistics Major and Minor and an Actuarial Science Major)
• Masters in Education revised concentrations
• Theater Minor
• Astronomy Minor

Courses

• STGE 125
• CAS 190, 290 credit hour changes
• BUS 256

Reports or Items Received and Discussed

• EPC received and discussed the following reports: DCM, CCE, Pre-professional Programs, Off-Campus Programs, Sports Management Program review, and Rhetoric Across the Curriculum (RAC) reports from Spanish and SPAUD

Expedited Actions

(E.g., name changes for programs or courses, changes in assigned credit, minor changes resulting from external reviews.)

• RECR 310, Theory and Philosophy of Therapeutic Recreation
• Math 169, 170 course name changes
• IR Major revisions

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

1. Course and program proposal template
2. Academic dishonesty faculty handbook revision
3. BSHOP Articulation Agreement
4. Special Education Major revision
5. External review cycle and reports
6. BCS reduced core
7. ENGR strategic interim
A. Major issues addressed by the committee during the 2015–16 year
1. Monitored compliance with the 2014–2017 prioritization plan
2. Submitted the academic prioritization recommendations from the Provost for ratification to the Board of Trustees
3. Monitored and reviewed key performance indicators (KPIs) for the college
4. Monitored, reviewed, and oversaw the clarification of the strategic plan dashboard
5. Monitored the development of the 2016–17 budget
6. Reviewed and approved the college's tuition, fees, and room and board rate increases for 2016–17
7. Reviewed physical plant assets and plans for maintenance and improvement and approved submission of the asset reinvestment plan for 2016–17 to the Board of Trustees
8. Authorized the administration to commence fundraising, planning and design for the Commons renovation
9. Reviewed the college's Investment Policy Statement and investment reports
10. Monitored enrollment and the college's overall financial situation, including review of the annual external audit and identifying and monitoring major college cost and revenue centers, particularly auxiliaries
11. Affirmed the recommendation for the Provost to proceed with a graduate studies task force
12. Reviewed and approved the MS in Accountancy and ensured adequate contingency planning
13. Approved the budget for faculty vacancies for 2016–17
14. Encouraged cross-divisional cooperation and effective college-wide education on strategic issues

B. Actions brought before Faculty Senate
1. PPC 15-01, Calvin Center for Faith and Writing (CCFW)

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Reviewed the Independent Auditors Report
2. Received for information updates on health insurance coverage

D. Issues that will continue to be before the committee next year
1. Continued monitoring of the strategic plan implementation
2. Continued monitoring of prioritization implementation, particularly operating budget costs
3. Monitoring plans for a comprehensive campaign related to the master plan and other future needs
A. Major issues addressed by the committee during the 2014–2015 year
The Professional Status Committee held 24 meetings and considered a total of 61 faculty and administrative appointments, reappointments, promotions, extensions of appointment, leaves of absence, resignations, terminations, and retirements. See subpoints B and C below for an overview of the major issues addressed by PSC.

B. Actions brought before Faculty Senate
1. Policies and procedures related to contingent faculty appointments (Handbook §§3.4.4.2, 3.2.2, 3.7.2).
2. Leave-of-absence policy (Handbook §3.11.1.3).

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) declarations of faculty openings for the 2015-2016 academic year, based on the new position control system which includes “slots” for teaching faculty within the academic departments.
3. Ratified the Faculty Development Committee’s recommendations for sabbaticals and Calvin research fellowships (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. Adopted criteria and evidence for retention of tenured faculty members; reviewed the recommendations of the Academic Prioritization Task Force.
7. Revised the mandate of the Confessional Commitments and Academic Freedom (CCAF) subcommittee.
8. Adopted criteria for recommending exceptions to the church membership requirement.
9. Approved a survey to begin studying the effect of faculty membership requirements on hiring and retention of AHANA faculty members (as mandated by the college’s strategic plan).
10. Reviewed proposals regarding faculty status for college administrators.

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 2016–2017.
1. Policies related to faculty expectations and accountability.
2. Review the faculty code of conduct.
3. Revision of Handbook §3.6, criteria and processes for evaluating faculty for reappointment, tenure, and promotion.
4. Revisions of Handbook §1.6, faculty status for college administrators.
A. Major issues addressed by the committee during the 2015–16 year
   1. Revised concentrations in the Master's in Education Program.
   2. Evaluated the Education Program and available assessment data according to the Council for the Accreditation of Educator Preparation (CAEP) standards.

B. Actions brought before Faculty Senate
   1. Revised concentrations in the Master's in Education Program.
   2. Revised German elementary and secondary major and minor.
   3. Revised Special Education major.
   4. Revised Chemistry secondary major and minor.
   5. Objected to elimination of the Latin secondary education minor.

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. Evaluated Curriculum Materials Library location and offerings.
   2. Guided and monitored the creation of a new Education Program website: http://www.calvin.edu/academics/departments-programs/education/index.html
   3. Reviewed assessment data for program improvement.
   4. Began formalizing partnerships with P-12 schools according to guidelines in the CAEP standards.
   5. Created task force to identify $35,000 of budget cuts from the Education Program.
   6. Discussed proposed core curriculum models.
   7. Planned Unit Faculty Conference for August, 2016.
   8. Committee activities:
      • Appeals: Clarified appeal procedures; considered student appeals.
      • Diversity: Developing faculty workshop related to teaching international students; interviewed current AHANA education students; hosted the Education table at the Entrada recruitment fair, begun discussions with colleagues about diversity issues covered in EDUC classes and created google doc with resources.
      • Student Support: Monitored student success throughout the program and intervened when necessary.
      • Assessment: Worked through program assessment data in light of new CAEP and InTASC standards.
      • Elementary and Secondary Committees: Discussed program requirements (testing, advising, etc.); reviewed assessment data; EDUC 302-303 key assignments.

D. Issues that will continue to be before the committee next year
   1. Continue working with assessment data and prepare for the CAEP Inquiry Brief and November 6-8, 2017 accreditation site visit.
   2. Off-Site Internship Program (prepare one off-site internship proposal in partnership with other Calvin programs?)
   3. Evaluate TEC and Education Department committee structure.
   4. Urban education partnerships and possible urban education specialization.
   5. Year-long internship.
   6. Revise majors / minors:
      • Secondary geography minor and elementary social studies major (due to new GEOG 243 course).
      • Evaluate ESL minor, including inclusion of EDUC 303 practicum in this minor.
   7. Curriculum Materials Library location, budget, and offerings.
   8. Promote Bible/religion teacher preparation and support.
   9. Improve the departmental student teaching approval process.
10. Evaluate possible improvements to student teaching supervision and seminars, maintaining coherence and efficiency.
11. Rewrite the Conceptual Framework (or mission statement) and Statement of Commitment to Professionalism.
12. 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.).
13. Evaluate length of candidate programs (especially secondary integrated science, K-12 music, and the new elementary education program).
14. Reading major/minor.
15. Education Studies programs (non-certified). Possible tracks:
   - Disability studies
   - Early childhood
   - Neuroscience
A. Major issues addressed by the committee during the 2015–16 year

1. Several members of the committee (Brian Cawley, Dana Hebreard and Julie Yonker) worked on a grant proposal to NetVUE for a Vocation Exploration Renewal grant. The grant, “Who are you? Translating Self-Understanding into Vocation via the Advisor” was funded for $25,000. The purpose of the grant is to develop workshops and training resources that equip faculty and staff serving as academic advisors and/or career coaches to help students connect the dots between self-understanding and vocation. The grant goals are several:
   - Identify best practices associated with vocational advising/coaching with emerging adults
   - Deepen faculty and staff advisors’ understanding and appreciation of the social and cognitive development of emerging adults
   - Create the capacity of faculty and staff advisors to provide their advisees individualized assessment interpretation and feedback that promotes more effective vocational discernment
   - Equip advisors to deliver a higher quality and more consistent experience when working with students on vocational exploration

2. Another major issue was the formal committee request for a professional pre-health advisor. Dana Hebreard and Julie Yonker met with the Provost and Academic Deans as part of the proposal process and were encouraged to submit a proposal to the Provost. The summary statement of the proposal is as follows:
   The purpose of this memo is to request permission to hire a 0.80 FTE staff person to meet the critical needs of our pre-health students and pre-health faculty advisors.
   The current Calvin model of basic pre-health advising coverage entails four “official” and three “unofficial” faculty members advising 400 students per year (3-year average) in eight different pre-health programs in addition to their discipline specific advisees. Faculty report that in total they spend a minimum of 892 hours (22.3 work weeks total) on pre-health advising. The current Calvin pre-health advising model is not allowing these faculty members to thrive in their academic work nor is it providing students with the depth of mentoring required in these competitive programs. This memo follows a Pre-Health Professions proposal that was brought to the Deans and Provost in summer 2013, and a summer 2015 meeting with the Deans and Provost. The Academic Advising Committee requests permission to move ahead on this staffing initiative, with the goal to fill the position in early summer 2016.
   As of the writing of this Academic Advising Year-End Report, we are still awaiting word about the potential for this position being approved by Cabinet.

3. We are excited and proud that Dana Hebreard won the Michigan Academic Advising Association award for Outstanding Advising Administrator!!! Dana received the award at the MIACADA conference in May. http://miacada.org/2016Conference/ Additionally, Dana’s Information Table at the National Advising Conference won the award for the best information table. We are thankful and blessed that Dana works so hard on behalf of our students and their advisors at Calvin College. She is a blessing to our committee and the college!
   - As a committee, we participated in an Advising at Calvin SWOT as part of the Student Academic Services Office evaluation.
   - We met with Todd Dornbos to discuss retention and first year students and the role advisors for these students.
   - We conducted a Lunch and Learn in April, with a focus on First Year Students. Missy Wondergem, First Year Business Student Advisor, contributed helpful information to the discussion.

B. Actions brought before Faculty Senate

None
C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. The Committee on Governance made some minor changes to the Academic Advising Committee Mandate. The Academic Advising committee discussed and approved these minor changes.
   2. NetVUE grant award (discussed above).
   3. Pre-Health Advisor proposal (discussed above).

D. Issues that will continue to be before the committee next year.
   1. We will continue discussing the issue of first year advising and should the business department model be extended to other disciplines within the college.
   2. We will continue to examine pre-Health advising and work with the administration to ascertain if a proper professional advisor position can be created.
   3. In conjunction with the NetVUE grant, we will offer jobZology workshops for advisors and career coaches. We hope to present these workshop opportunities at the Calvin Fall Conference.
A. Major issues addressed by the committee during the 2015–16 year
The committee met once this past school year to review and provide input to the Provost’s Council at their request. We all fully supported both proposals:

1. To raise the GPA requirement for the Dean’s List from 3.3 to 3.5.
2. To support finding a way to provide internship/academic credit for students interning with the Bridge Street House of Prayer (BSHOP), and open up ways for similar gap year combined serving/learning opportunities for incoming students for fall 2016, several current Calvin students, and future Calvin Students.

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.
None
A. Major issues addressed by the committee during the 2015–16 year

1. The committee reviewed (a preliminary version of) each course and program proposal submitted to EPC for the purpose of advising 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 the assessment sections of these proposals generally are acceptable and many are quite strong. Any concerns that the committee had with proposals were usually quite minor. New program proposals considered included the MAcc proposal, the Data Science major, and the Statistics majors. Several major curricular revisions were considered as well.

2. The committee reviewed the assessment materials submitted by each department as part of the state of department reports. Assessment activities at the program level continue to be of uneven quality. Some programs have long-standing assessment programs that they continue to execute and that provide useful data to inform curricular and pedagogical change. Some programs have made substantial improvements in the last few years. Other programs however either do not report at all or have minimal reports that do not show evidence of systematic review of student learning. Expectations for departments with respect to assessment was a topic addressed at the department chairs retreat during Summer 2016.

3. The committee spent a substantial amount of time considered core curriculum assessment. While some of this discussion was tentative because of the state of the new core curriculum proposal, the committee did develop a major core assessment project that was carried out by all core course instructors in the Spring of 2016. This project was focused on evaluating the current category SLOs.

B. Actions brought before Faculty Senate

None

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

The committee carried out a core curriculum assessment study as described above.

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

In summer 2016 the college must submit to the Higher Learning Commission a “comprehensive assessment plan” that includes an assessment plan for programs, the core, and the co-curriculum. The committee will help the dean for academic administration in the development of the plan and the preparation of the report.

In particular, the committee will develop a comprehensive program for the assessment of the core and recommend this program to the core committee for its endorsement.
A. Major issues addressed by the committee during the 2015–16 year
   Based on what was planned and how the chapels were led, the chapel committee assessed the assumed audience
   for chapel. Following this, the committee offered one or two kinds of people that may not have been considered in
   planning and leading and one or two ideas that might be considered to plan and lead with these groups in mind.

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 discuss means of communicating to faculty and staff about what is happening in chapel and
   why in an effort to foster understanding and appreciation for what the chapel program offers the community and to
   provide a foundation for helpful feedback.
A. Major issues addressed by the committee during the 2015–16 year

The Enrollment Management Committee provides direction and advice regarding the various services and functions that contribute to the enrollment goals of Calvin College. This includes both the enrollment of new and transfer students in order to support the educational and graduation goals of the college.

In the fall, the Enrollment Management Committee reviewed the results from the 2015 recruiting year and the 2015 Day 10 Report. It was noted that the goals set for FTIACs and Transfers were not met. Recruiting an increased number of students from decreasing traditional populations with the same amount of resources has proven to be difficult. Discussion centered on the need for a shift from a cost savings to an investment mindset.

Strategies for the 2016 recruiting year included roll-out of the new Calvin brand, streamlined financial aid awarding (FA16), additional admissions counselors, expanded use of media and advertising and the set-up of a new CRM. Also discussed were the Calvin College 2015-16 Shared Goals for Recruitment:

- Increasing participation in outreach programs and connection building
- Enhancing curriculum and programming to attract prospective students
- Improving processes and policies which impact prospective student engagement

Specific input was requested and received regarding how to increase faculty and staff involvement with prospective students, including the use of the new “Let’s Connect” cards and the “Schools App.”

In the spring, the Enrollment Management Committee reviewed progress toward the Fall 2016 goals and the establishment of the 2016-17 Enrollment Management Objectives for the second year of the two-year investment plan:

- Extending the new Brand communication
- Leveraging the admissions counselor expansion
- Building on FA16
- Capitalizing on Prior-Prior Year (PPY) revised regulations
- Implementing Slate (CRM)
- Launching the Calvin LifeWork Program

Specific input was also requested and received regarding the 2016-17 tuition, fees, and room & board changes.

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

None.
Environmental Stewardship Committee (ESC)
Governance Committee
Chair: Gail Heffner

A. Major issues addressed by the committee during the 2015–16 year
1. Calvin has included sustainability and environmental stewardship in the new Strategic Plan and in order to track our progress, ESC recommended adopting the STARS (Sustainability Tracking, Assessment and Rating System) developed by AASHE (Association for the Advancement of Sustainability in Higher Education) as the most comprehensive method for tracking our sustainability activities as part of the implementation of the Strategic Plan. STARS was implemented for the first time this past academic year and we set a goal of submitting our STARS data by early 2016. We are pleased to report Calvin reached a Silver Rating, which is significant for a first submission. It demonstrates that Calvin has made significant strides in sustainability but it leaves us with room to grow and reach stretch goals. Thanks to Professor Becky Haney (Economics) for spearheading the data collection for STARS and next year she will develop a manual for future data collection. STARS was a big part of the work the committee did this year. We are still considering whether or not the Calvin Sustainability Scorecard might still be useful for us to do long term tracking of some of our own metrics.
2. 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 about sustainability and stewardship activities on campus.
3. Goals set for Academic year 2015–2016:
   • Encourage President Le Roy to make a decision about ACUPCC.
     ✦ President Michael LeRoy was the keynote speaker at the Fall 2015 CEAP Poster Session and pledged ongoing support for Calvin’s efforts in sustainability by implementing a charter who will develop a climate action plan and other aspects of a long term sustainability plan, including lifestyle, administration, curriculum/scholarship, and branding. President LeRoy plans to make a decision about the ACUPCC by 2017.
   • Support 1 large CERF project and 1 small CERF project
     ✦ Reached payback for Hoogeboom lighting
     ✦ SB Stairwell Project Proposal has been approved.
     ✦ Large proposals will be brought forth next year: (1) Van Noord Lighting & (2) Spoelhof Center Basement
   • Provide support for STARS process
     ✦ ESC was responsible for overseeing the process for collecting the data and submitting it for the STARS application; we successfully reached a Silver Rating this first year and our results will be included in the Princeton Review
   • Provide as-needed support to the Sustainability Major Project.
     ✦ Several members of ESC are part of the Sustainability Major Project (under the Provost’s Office) and this work is ongoing.
   • Provide behavior change ideas for Physical Plant
     ✦ ENGR 333 tried to find ways to save $600,000 through energy reduction/behavioral change; generally, found none particularly viable.
     ✦ Sustainability Coordinators or other student initiative—working on project of reading meters in dorms weekly, posting results on website
     ✦ Physical plant staff stated “Made me think of the buildings in a different way”—challenge now is promoting behavioral change
     ✦ Big issue: Calvin is overlit
     ✦ Temperature challenges—keeping everything one standard temp is most energy efficient
• Challenges with dining services/dining hall—outside co. and budget constraints
• **Moving Forward**: Report valuable for Physical Plant/CERF for planning future projects – ex: dorm basement
  • Continue thinking about ways to build campus community around sustainability
  • Ongoing
  • Combine CERF and Kill-A-Watt in some way
  • Organizers for Kill-A-Watt met with CERF interns to brainstorm ways to connect these initiatives.

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. 10, 2015 and May 5, 2016).
2. ESC tracked all implemented CERF projects for both energy and financial savings.
3. ESC supported the Kill-a-watt competition in January and the Mad Farmer Food Festival in May organized by Residence Life.
4. ESC had regular reports about the Calvin Community Garden, composting/recycling, Student Environmental Stewardship Coalition, Student Senate, and Physical Plant activities.

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. Follow-up on next steps from the Sustainability Charter at Calvin, including a decision by the President whether to sign the American Colleges and Universities President’s Climate Commitment.
3. Implement an accountability strategy regarding Calvin’s ongoing data collection for STARS.
4. ESC will continue engagement with the master planning process.
Faculty Development (FDC)

Governance Committee
Chair: Frans van Liere

A. Major issues addressed by the committee during the 2015–16 year
   The Faculty Development committee met four times in the fall. The Dean of Research and Scholarship was absent for the fall, due to his teaching assignment in Hungary.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. The committee mandate was reviewed, and changes proposed to bring it up to date with current usage. It was noted that the relationship of the FDC with the work of the Teaching and Learning Network needed further clarification. This item was brought to the attention of the Committee on Governance.
   2. The report of the Calvin Teaching and Learning Network for 2014–2015 was approved.
   3. The procedure for the Sabbatical and CRF review was established along very much the same lines as last year: each proposal was read by the acting Dean for Academic Administration, acting for the Dean for Research and Scholarship, and at least 3 other members of FDC; reviewers sorted their proposals into top-third, middle-third, and bottom-third; proposals were reviewed in light of the criteria listed in the Faculty Handbook.
   4. The committee then reviewed 20 sabbatical proposals, and decided to fund 16 of these. The committee also reviewed 26 CRF proposals, and decided to fund 22, for a total of course 30 units.
   5. In May 2016, the chair of FDC participated in a Research and Scholarship Planning Workshop, organized by the Dean for Research and Scholarship.

D. Issues that will continue to be before the board next year
   It is expected that the committee’s agenda next year will look very much like this year’s.
A. Major issues addressed by the committee during the 2015–16 year
   1. Filled vacancies on committees and boards within the governance system
   2. Oversaw elections
   3. Continued governance review, including mandate revisions

B. Actions brought before Faculty Senate
   COG 15-01, Committees’ Annual Reports to Faculty Senate (for information)

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   Surveyed faculty and next year’s senators regarding a change to the Faculty Senate schedule

D. Issues that will continue to be before the committee next year
   1. Conducting elections
   2. Making appointments to committees for 2016–17
   3. Implementing governance review recommendations
Hekman Library Committee (HLC)
Governance Committee
Chair: Ronald Feenstra

A. Major issues addressed by the committee during the 2015–16 year
   1. The committee responded to the Calvin College Strategic Plan by developing Key Performance Indicators.
   2. The committee said farewell to the retiring Dean of the Library, Glenn Remelts, and worked with Interim Dean of the Library, Lugene Schemper.
   3. The committee participated in the search process for the new Dean of the Library, David Malone.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   The Governing Policy of the Hekman Library, which had been revised by the committee and approved by both the College and Seminary presidents in Spring 2015, was submitted to the Calvin Seminary Board of Trustees in October 2015 for information. I do not think it has been reported to the Calvin College Board of Trustees.

D. Issues that will continue to be before the committee next year
   1. In view of the anticipated retirement of Theological Librarian and Assistant Dean of the Library, Lugene Schemper, in September 2016, the committee will need to consider a potential interim appointment and a search for a replacement.
   2. The rising cost of periodicals remains a concern for the library’s budget.
A. Major issues addressed by the committee during the 2015–16 year
   1. Provision of prompt response and review of all research proposals brought before the committee.
   2. Continuing to work with researchers to submit an up to date human subject compliance training certificate. All training must have been completed within the past 3 years to be considered compliant.
   3. Ensuring departmental chairpersons also sign the cover sheet.
   4. Contacting researchers when their proposal approval is close to expiring (after 1 year) to request they file a renewal request or notify the IRB that they are done with data collection or analyzing identifiable data.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   51 proposals were approved (see table below) and 20 previously approved proposals were renewed between July 1, 2014 and June 30, 2015. Written approval was sent electronically to each primary investigator and files electronically on Denali/Teams/IRB approval and renewals.

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>
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<tr>
<th>IRB #</th>
<th>PI</th>
<th>Dept.</th>
<th>Project Title</th>
<th>Category</th>
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<td>CancerEd Surveys and Focus Groups</td>
<td>Expedited</td>
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<td>15-044</td>
<td>Westbrook, N.</td>
<td>Education</td>
<td>Stages of Content Literacy: Content Literate to Pedagogically Content Literate</td>
<td>Expedited</td>
<td>7/25/2015</td>
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<td>15-051</td>
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<td>IRB #</td>
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<td>Dept.</td>
<td>Project Title</td>
<td>Category</td>
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<td>15-055</td>
<td>Proppe, D.</td>
<td>Biology</td>
<td>Assessing the Effects of Location &amp; Financial Status on the Perceived Value of Urban Parks</td>
<td>Exempt</td>
<td>9/22/2015</td>
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<td>15-056</td>
<td>Riek, B.</td>
<td>Psychology</td>
<td>Age-Related Differences in Transgression Reaction</td>
<td>Expedited</td>
<td>9/21/2015</td>
<td>9/21/2016</td>
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<td>15-057</td>
<td>Jones, E.</td>
<td>Psychology</td>
<td>Mental Visualization</td>
<td>Expedited</td>
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<td>15-058</td>
<td>Koster, B. (Student), Koole, H.</td>
<td>SPAUD Student</td>
<td>Parent Perceptions &amp; Satisfaction of School-Based Services</td>
<td>Expedited</td>
<td>10/5/2015</td>
<td>10/5/2016</td>
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<td>15-060</td>
<td>Tellinghuisen, D.</td>
<td>Psychology</td>
<td>Natural Sounds and Visual Attention</td>
<td>Expedited</td>
<td>10/21/2015</td>
<td>10/21/2016</td>
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<td>15-066</td>
<td>Ayoola, A.</td>
<td>Nursing</td>
<td>Nursing Students’ Perceptions &amp; Attitudes Toward Research and its Relationship with the Future of the Nursing Profession</td>
<td>Exempt</td>
<td>11/25/2015</td>
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<td>15-067</td>
<td>Sigmund, L.</td>
<td>Kinesiology</td>
<td>The Association between Serum Triglycerides and Exercise Motivation</td>
<td>Expedited</td>
<td>11/30/2015</td>
<td>11/30/2016</td>
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<td>16-001</td>
<td>Buursma, D. &amp; VanReeuwyk, J</td>
<td>Education, Art</td>
<td>Longing, Learning and Leaning into Hope</td>
<td>Expedited</td>
<td>1/5/2016</td>
<td>1/5/2017</td>
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<td>16-002</td>
<td>Bjelland, M.</td>
<td>Geography</td>
<td>Borderland Lifeways in the American Exclave of Point Roberts, Washington</td>
<td>Expedited</td>
<td>1/12/2016</td>
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<td>Expiration</td>
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<td>16-006</td>
<td>Rooks, J.</td>
<td>Education</td>
<td>Tripid Surveys of Student Teachers</td>
<td>Expedited</td>
<td>2/6/2016</td>
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<td>16-007</td>
<td>Koole, H &amp; Lubbers, J</td>
<td>SPAUD/Nursing</td>
<td>Knowledge Acquisition &amp; Readiness for Education among Speech Pathology &amp; Nursing Student</td>
<td>Expedited</td>
<td>2/10/2016</td>
<td>2/10/2017</td>
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<td>16-008</td>
<td>Riek, B.</td>
<td>Psychology</td>
<td>Group Transgression</td>
<td>Expedited</td>
<td>2/17/2016</td>
<td>2/17/2017</td>
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<td>16-009</td>
<td>Riek, B.</td>
<td>Psychology</td>
<td>Media Reports</td>
<td>Expedited</td>
<td>2/17/2016</td>
<td>2/17/2017</td>
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<tr>
<td>16-010</td>
<td>Riek, B.</td>
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<td>Media Effects</td>
<td>Expedited</td>
<td>2/17/2016</td>
<td>2/17/2017</td>
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<tr>
<td>16-012</td>
<td>Schau, K.</td>
<td>Department of Germanic &amp; Asian Languages and Culture</td>
<td>Impact of a short off-campus program on participants’ perceptions of intercultural competence</td>
<td>Expedited</td>
<td>2/29/2016</td>
<td>2/17/2017</td>
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<td>16-017</td>
<td>Riek, B.</td>
<td>Psychology</td>
<td>Transgression Motivation</td>
<td>Expedited</td>
<td>4/26/2016</td>
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<td>16-018</td>
<td>Sanchez, S.</td>
<td>Education</td>
<td>The effect of journaling on students’ well being</td>
<td>Expedited</td>
<td>4/28/2016</td>
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<td>16-019</td>
<td>Luchies, L.</td>
<td>CSR</td>
<td>West Side Collaborative Resident Connection</td>
<td>Expedited</td>
<td>5/7/2016</td>
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<td>16-020A</td>
<td>Luchies, L.</td>
<td>CSR</td>
<td>KISD’s Bright Beginnings Program: Survey of Recent Burmese Immigrants to Kent County</td>
<td>Expedited</td>
<td>6/2/2016</td>
<td>6/2/2017</td>
</tr>
</tbody>
</table>
A. Major issues addressed by the committee during the 2015–16 year
   1. Approved courses for the approaching 2017 interim.
   2. Moved the online interim registration to Outlook 365
   3. Continuing to monitor DCM faculty distribution, part-time staff and budget considerations. Worked with DCM coordinator
   4. ITC guidelines for interim proposal evaluation and decision making by the committee was revisited and revised
      • Because of travel safety needs and advise from the Off-campus program committee, two approved professors must accompany 15 students or more on interim trips. (Student number cap off-campus interims are currently set at 30.)
      • No more than two Calvin faculty per course may take students off-campus
   5. ITC policies and deadlines were refined for January and May terms.
      • Departments were asked to submit a list of off-campus courses earlier in the fall to help the committee determine global and topic overlaps.
      • The committee will consider the total number of students traveling off-campus in any given year, providing flexibility for the number of courses offered.
      • the visitor policy was revised with the advise of the Off campus programs committee
   6. Reviewed on-campus. Off-campus and DCM proposals for the 2017 interim
   7. New processes on tracking interim course trends continue to allow solid data patterns and to aid decision-making.

B. Actions brought before Faculty Senate
   1. 31 approved Off-campus courses were presented (March 2016)
   2. 47 approved regular on-campus courses and 28 DCM courses were presented May 2016
   3. 11 additional courses for the 2017 interim course catalogue were approved by ITC between September 2015 and January 2016.

D. Issues that will continue to be before the committee next year
   1. The role of the committee as it strives to preserve the “spirit” of the interim. This continues to be a pressure for the committee.
   2. Continue to work closely with Off-campus programs and the Travel Safety committee with regards to faculty-student ratios on off-campus interim courses
   3. On-going review of ITC guidelines.
A. Major issues addressed by the committee during the 2015–16 year
   Approval of September 30 as the single date for all off-campus program director applications beginning Fall 2016.

B. Actions brought before Faculty Senate
   A curriculum proposal initially submitted to EPC in the 2014/15 academic year was revised clarifying changes to the Hungary Semester curriculum and was approved by both EPC and Faculty Senate for implementation in the 2016/17 academic year.

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   The Kuyers International Endowment Subcommittee took action on seven proposals and funded five requests for a total of $13,500.

D. Issues that will continue to be before the committee next year
   1. Develop a new strategic plan in conjunction with that of the Center for Community Engagement and Global Learning.
   2. Develop an OCP Assessment Plan.
   3. Make a recommendation regarding revision of the China program.
A. Major issues addressed by the committee during the 2015–16 year
   1. RAC continued with its major objective of advising and approving new departmental Rhetoric programs. Three new programs were approved (see below, C.3.)
   2. RAC’s scope was expanded to include interdisciplinary programs (nominally these programs should already have their own Rhetoric programs, but in fact none yet do).
   3. Extensive discussions were held throughout the year about the place of Rhetoric in the proposed revised Core curriculum. The RAC committee advocated with Core Revision Committee and Faculty Senate to retain the existing 6-hour rhetoric requirement.
   4. The practice of subsidized summer workshops was continued as a way of encouraging more departments to commit to revising their RAC programs. For the 2016 workshops, revision of a departmental RAC program was made a condition for receipt of the $500 stipend.

B. Actions brought before Faculty Senate
   1. Revised language on academic integrity for Faculty Handbook (approved by Senate)
   2. Motion to retain existing 6-hour rhetoric requirement in revised core model (this was incorporated by the Core Revision Committee in a last-minute revision, eliminating the need to vote on the motion at Senate).

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. Kate van Liere and Sarah Kolk offered a panel on ILAC and RAC at the Fall Faculty Conference on Aug. 27, 2015.
   2. Student representation on RAC was revised from two RC consultants to one RC consultant and one student nominated by Student Senate (to allow greater scheduling flexibility).
   3. Three new departmental RAC programs were discussed, revised, and approved:
      4. Spanish, SPAUD, and Asian Languages, and Kinesiology. Spanish and SPAUD were forwarded to EPC for approval. Asian Languages will be forwarded to ECP in the fall of 2016. A fourth program, Kinesiology, was close to completion in May and will be further revised over the summer, in consultation with co-chair Kate van Liere, in the hopes of being approved at RAC’s first fall 2016 meeting.
   5. Kate van Liere contacted the directors of IDIS, Public Health, and Asian Studies and encouraged them to initiate Rhetoric programs for these interdisciplinary programs. Asian Studies produced an RAC program for Asian Languages (see above). The other RAC programs are still in progress.
   6. A new Science Writing Prize was created (with an honorarium of $200, funded by the Science Division), and awarded in May 2016 to Wentiririm Annankra for her paper, “The Use of DDT in Eradicating Malaria.”
   7. The approval process for interdisciplinary majors was streamlined (eliminating the requirement for RAC committee approval, to accord with historical actual practice)
   8. Existing departmental writing prizes (in Dutch, Philosophy, Religion, History, Gender Studies) were promoted through RAC website and other college media, and prizewinners for these prizes and English Department prizes were publicized through college media to increase the visibility of student writing outside the classroom.
   9. Kate van Liere and Sarah Miller (MSU Library) offered a faculty enrichment workshop on “Information Literacy in the Disciplines” (in conjunction with Hekman Library in CTLN) on May 20, 2016.
10. An ILAC-focused summer workshop led by Sarah Kolk was launched in May, to continue through August (departments participating in 2016 workshop: Philosophy, Engineering, Chemistry, Sociology)
11. Kate van Liere worked with Communications and Marketing (Amanda Greenhoe and Jacob Thielman) on new graphics for RAC and on the transition to new website format. It is still not clear who will oversee this transition, as Jenna Hunt will no longer be able to offer her services now that Kate Van Liere has agreed to step down as RAC co-chair.
12. Dean Ward was chosen to succeed Kate van Liere as RAC co-chair for 2016–17.

D. Issues that will continue to be before the committee next year
   1. Assessment of college-wide RAC program
   2. Departmental program revisions
      • Anticipated for Fall (underway summer 2016): Sociology, Social Work, GEO, Philosophy, Engineering, Chemistry, History, Public Health
      • Underway, need continued encouragement: IDIS, Asian Studies, German
      • Not yet underway, need encouragement: Business, Education, CMS, CAS, Math, English
   3. Continue and expand new faculty enrichment opportunities in cooperation with CTLN, International Student Development.
   4. Oversee transition of RAC website to new format
A. Major issues addressed by the committee during the 2015–16 year

The full committee met on Monday, October 19, 2015. During this meeting, the committee members introduced themselves and reviewed the committee mission. Nothing was able to be voted upon as the committee did not have a faculty quorum present. 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.

- The FTIAC and Transfer sub-committee met regularly during the fall and early spring to review the academic scholarships awarded to prospective students. The sub-committee reviewed the automatically awarded academic scholarships to ensure accuracy and consistency, and made decisions about awards for students who were near the cut-offs for the different scholarships.
- The Upperclassmen subcommittee has met, and will continue to meet, during the summer to review scholarship appeals from returning students who have had their scholarship awards reduced or taken away completely because their GPA did not meet the renewal criteria.

Changes to the 2016-2017 academic scholarship program were discussed. The new program strengthened the amount and criteria for the college’s top awards to remain competitive while at the same time, significantly increased available amounts for the lower tier of scholarships increasing to minimum scholarship from $2,000 to $8,000. The Mosaic and Legacy Awards were also enhanced in an effort to maintain diversity at a level at least the same as prior year. Renewal criteria were also relaxed to improve retention and award students more specifically for their high school achievements, bringing more stability to the scholarship amount during a student’s time at Calvin. A comparative chart of academic scholarships is not available as in prior years due to these changes, though a chart below shows the distribution. The full impact of these changes will not be known for at least another year.

<table>
<thead>
<tr>
<th>Non-International</th>
<th>2016-17 (Prelim)</th>
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<tbody>
<tr>
<td></td>
<td>Awarded</td>
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<tr>
<td>National Merit</td>
<td>36</td>
</tr>
<tr>
<td>Trustee's</td>
<td>141</td>
</tr>
<tr>
<td>President's</td>
<td>185</td>
</tr>
<tr>
<td>Provost's</td>
<td>397</td>
</tr>
<tr>
<td>Dean's</td>
<td>867</td>
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<tr>
<td>Faculty's</td>
<td>714</td>
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<tr>
<td>No Merit</td>
<td>310</td>
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<tr>
<td>Total Academic</td>
<td>2,650</td>
</tr>
<tr>
<td>Mosaic Award</td>
<td>564</td>
</tr>
<tr>
<td>Legacy Award</td>
<td>714</td>
</tr>
</tbody>
</table>

B. Actions brought before Faculty Senate

The CSFA Committee worked to update the mandate and submitted an updated version to the Committee on Governance by December 2015.
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
   With the new scholarship model, the committee has adjusted its appeal criteria and will evaluate the effectiveness of the new renewal criteria on the incoming classes of 2015 and 2016.
# Student Discipline Committee Appellate Board (SDCAB)

**Governance Committee**  
**Convener: Sarah Visser**

## Appeal Hearings 2015–2016

<table>
<thead>
<tr>
<th>Name of Student</th>
<th>Appeal Hearing Date</th>
<th>Violation and Date Appeal Granted/Denied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Male</td>
<td>December 15, 2015</td>
<td>Violation: Academic Dishonesty Appeal Denied</td>
</tr>
<tr>
<td>Sophomore Male</td>
<td>February 8, 2016</td>
<td>Violations: Theft and Dishonesty Appeal Denied</td>
</tr>
<tr>
<td>Junior Male</td>
<td>April 21, 2016</td>
<td>Violation: Academic Dishonesty Appeal Denied</td>
</tr>
</tbody>
</table>
A. Major issues addressed by the committee during the 2015–16 year
   1. The SLC completed the project of revising its mandate. Further revisions were made after an extensive review of 1) the latest official draft (as listed on the committee website), 2) the SLC’s draft sent for evaluation by the Committee on Governance in 2014–15, and 3) the draft reflecting the most recent suggestions offered by the Committee on Governance (February 2016). Final revisions were made after helpful consultations with Student Life VP Sarah Visser and Committee on Governance member Jennifer Holberg. SLC received approval of its final draft in March 2016.
   2. The SLC began a long-term assessment of specific facets of the Student Life Division (as per Sarah Visser’s request). The 2015–16 academic year was devoted to Orientation programs. Representatives from these programs (Passport, International Passport, etc.) presented comprehensive information at SLC meetings throughout the year. SLC members asked questions and offered suggestions for making these programs more effective for new students.
   3. The SLC continued to assist with the management of student organizations through its advisory role. The committee conducted a review of the current matrix and guidelines for chartering student organizations. The SLC also participated in the review of several proposed charters received during the fall and spring semesters.
   4. The Media Subcommittee met to discuss pertinent issues regarding Calvin’s student publications, Dialogue and Chimes. The Media Subcommittee interviewed and approved the following editors for the 2016-17 academic year:
      • Jeffrey Peterson, Dialogue, Editor-in-Chief
      • Joshua Parks, Chimes, Editor-in-Chief
      • Maddie Hughey, Chimes, Print Editor
      • Mark Peless, Chimes, Online Editor
   5. The committee received reports from the Appellate Board and a summary for the year: “The Appellate Board heard two student appeals, one related to academic dishonesty and the other to sexual misconduct. In both cases the sanctions were upheld and the appeals were denied.”

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
   1. Proposing and/or monitoring guidelines for sports organizations and their role in student life.
   2. Continuing assessment of specific aspects of the Student Life Division.
   3. Understanding how the decisions made and parameters outlined by the Committee on Governance will affect the work of the SLC (i.e., the potential creation of a separate Media Committee).
A. Major issues addressed by the board during the 2015–16 year

This past fall (2015), the Calvin Center for Christian Scholarship (CCCS) granted $12,306.00 to Stephanie Sandberg (Communication Arts & Sciences) for “Stories in Blue,” an immersive theatre production on human trafficking to be presented at the 2016 ArtPrize. It also authorized $8,000 for ongoing Calvin Shorts projects.

In the spring (2016), the CCCS Governing Board funded seven small grant projects for a total of $24,725:

- Rachael Baker (Chemistry and Biochemistry), Serita Nelesen (Computer Science), and Amy Wilstermann (Biology): Building a Community of Scientists, the development of a new collaborative project at Calvin College.
- David Dornbos (Biology) and Jay Hollman, M.D. (Louisiana State University Health Science Center): A book on Meat Consumption: Health, Environment, and Ethical Implications.
- Susan Felch (English), Clare Costley King’oo (University of Connecticut), and Henry Baron (emeritus, English): Translation of a Dutch article on printing in 16th century Antwerp to support the critical edition of William Tyndale’s The Obedience of a Christian Man (1528).
- David Hoekema (Philosophy): Two book projects on Peacemaking and the Ethics of Development.
- Jennifer Holberg (English), Jane Zwart (English), Debra Rienstra (English), and Lisa Cockrel (English): Telling the Stories of the Festival of Faith and Writing: Crafting Our Past, Preparing for Our Future, support for a summer student research assistant to catalog materials, identify themes, and compose narratives related to the history of the Festival of Faith and Writing.

Books published in 2015–2016:

- Donald G. DeGraaf, There and Back: Living and Learning Abroad (Calvin College Press, 2015).
- Young Richard Kim, Epiphanius of Cyprus: Imagining an Orthodox World (University of Michigan Press, 2015).
- Tracy Kuperus and Amy Patterson, Responsible Citizenship: Faith-based Mobilisation in Sub-Saharan Africa (Self-published, 2015).

B. Actions brought before Faculty Senate

None

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

1. Inauguration of CICW Books, an important of the Calvin College Press
2. Inauguration of the Writing Co-op Week (June 2016)

D. Issues that will continue to be before the board next year
   None beyond the usual business
A. Major issues addressed by the board during the 2015–16 year
   1. The Board approved the Institute's operating budget for 2016–17.
   2. The board reviewed the CCIB's program goals and accomplishments for 2015–16, noting the signature strengths of the CCIB: fostering educational excellence within the business department; promoting experiential learning; and increasing engagement with the broader business community.

Those strengths were demonstrated in the past year by:
- Funding 23 grants totaling $27,635 that supported scholarship for business faculty and students
- Organizing 74 CAP projects involving 36 unique companies for 11 different courses
- Hosting almost 900 business, ministry, and non-profit professionals during the Live2Lead and Leadercast leadership training events.
- Serving 18 high school women in the 2015 Calvin Young Women’s Business Institute, a pre-college program
- Hosting over 300 business professionals for the 4th annual Calvin Business Partners Awards Luncheon
- Providing executive education to area CPA’s through open enrollment and custom curriculum CPE courses
- Providing executive and continuing education (CEU’s) through Live 2 Lead and Leadercast events
- Co-sponsoring interdisciplinary speaking events with:
  - Mellema Program—featuring Dr. Bruce Baker (SPU)
  - Biology, Economics and Philosophy Department (Bruce Friedrich lecture and Jonathan Ellsworth lecture)

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. Modifying by-laws to eliminate outside Governing Board members
   2. Strategic plan and vision for the CCIB for the next five years
   3. Support opportunities for the Business Department
   4. Funding opportunities for faculty and student initiatives (scholarship and engagement)
CALVIN INSTITUTE OF CHRISTIAN WORSHIP (CICW)

GOVERNING BOARD

INSTITUTE DIRECTOR: JOHN WITVLIET | BOARD CHAIR: BENITA WOLTERS-FREDLUND

A. Major issues addressed by the board during the 2015–16 year

1. The board approved the Institute's operating budget for 2016–17.
2. The board reviewed the CICW overall financial dashboard.
3. The board reflected on several strategic questions:
   - What kinds of internal communication could improve on-campus awareness of CICW work?
   - How can we work best with all Centers and Institutes to describe our role in the educational project of Calvin?
   - How can we expand people's imagination and understanding of the term "worship"?
4. The board reviewed and discussed the program trajectories for 2015–16 and how they can best serve the broad Calvin community.
5. The board reviewed CICW programmatic accomplishments for 2015–16:
   - Published Praise God in the Heights: Descants for use with “Lift Your Hearts” hymnal (CICW ebook), by Larry Visser.
   - Celebrated our emerging collaboration with Calvin Press:
     - Published Worship in the Joy of the Lord, a curated collection of over 300 quotations on the deep meaning and purpose of worship, edited by John D. Witvliet;
     - Approved proposal for The Family Prayerbook, a daily devotional book grounded in scripture and structured by the liturgical/Christian year (forthcoming December 2016); and
     - Approved proposal for bilingual (Spanish-English) children’s book on “At God's Table” by Maria Cornou, Carrie Steenwyk, and John D. Witvliet (forthcoming January 2017).
   - Support of college-wide research focus on citizenship (Symposium 2016 seminar, upcoming 2016 summer seminar) with leadership by Kevin den Dulk (Henry Institute).
   - Continued excellent progress on a new preaching and worship portal site.
   - Growth in social media use, including a CICW channel within the new Calvin Sociabble account (a software platform that helps with content creation and curation).
   - Excellent monthly website reports which reinforce global reach and broad user access:
     - Average of 40,000 visitors per month
     - While the majority of our users come from the US (65%), we have consistent visitors from many other countries such UK, Canada, Philippines, South Africa, India, Singapore, and more.
     - Facebook is the top referrer to our website, and Twitter is gaining influence quickly due to staff use and key CICW influencers (with major Twitter followings).
     - In 2015 no single web page accounted for more than 4 percent of our total traffic. 1,035 pieces of content on our site each had 100 or more pageviews in 2015. Our website is very diffuse when it comes to visits. Lots of people going to lots of resources.
   - A number of events and consultations hosted or sponsored by CICW: Interlude retreat for mid-career church musicians; Stilling the Storm, regional book groups; Calvin College Gospel Choir retreat with Raymond Wise; consultation on worship and urban ministry; inclusive worship conference in Chicagoland; and a bilingual hymnal consultation.
   - Several CICW staff traveled and presented at conferences in Mexico City (Robert Keeley), Uganda (Robert Keeley and David Rylaarsdam), Karachi, Pakistan (Emily Brink), Redding, CA, Los Angeles, CA, Falmouth, MA, and Atlanta, GA.
• CICW hosted the annual Symposium on Worship (January 2016), an international conference attended by 1500 guests with participation by 100 presenters and panelists. Highlights from January include sermon by Richard Mouw with musical leadership by Urban Doxology; plenary address on ‘Improvising New Life’ with a jazz ensemble; plenary address on Universal Design for Worship; seminar on ‘Commemorating the 500th anniversary of the Protestant Reformation; and a seminar on “Rejoicing in Lament: Wrestling with Incurable Cancer, Cancerous Racism, and Life in Christ.”

• CICW hosted the annual colloquium (June 2015) 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. CICW awarded 28 new Vital Worship grants for 2016.

B. Actions brought before Faculty Senate

None

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

Expression of Gratitude: The Board officially thanked the staff at the CICW for their excellent programs and accomplishments this year and commended the leadership team for their outstanding work and John Witvliet for his visionary direction.

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 2015–16 year**

The Meeter Center board has focused on supporting the work of the Center in the past year, especially preparations for the seventh biennial Genevan Paleography workshop and the July 2016 National Endowment for the Humanities summer institute, the fifth such funded project held at the Center since 2004. Through its executive committee, the Board also worked to select recipients for the Center’s 2016–17 fellowships.

B. **Actions brought before Senate**

None

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

Board members reviewed plans and preparations for marking the 500th anniversary of the Reformation in 2017 and began considering plans for the 400th anniversary of the Synod of Dordt in 2018–19. The Board gave its feedback on new ways to make the Center better known, including short videos presenting the work of the Center to a wider online audience.

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

One main focus is the continued work to raise an endowment to fund the Meeter Center’s operations. Together with the advancement offices of the college and the seminary, the Meeter Center board and staff of the Center have been working to identify prospective donors, prepare materials about the Center, and highlight opportunities for donors to fund particular parts of the Center’s work. Changes in the personnel in the college advancement office have slowed this work down, but the hope is to ramp up fund-raising efforts again in the fall.
**Kuyers Institute (KIGB)**

**GOVERNING BOARD**

**INSTITUTE DIRECTOR: DAVID SMITH | BOARD CHAIR: KARA SEVENSMAN**

A. **Major issues addressed by the board during the 2015–16 year**

1. **Administrative**
   - Staffing has been stable if minimal. The grant-funded research projects described below have offset staffing costs, creating a financial margin for internal planning.

2. **Publications**
   - The Institute continued to publish the International Journal of Christianity and Education through SAGE: [ijce.sagepub.com/](http://ijce.sagepub.com/)
   - A book entitled *Teaching and Christian Imagination* with multiple Calvin authors was published by Eerdmans in January 2016; the multi-year interdisciplinary project that led to this book was funded by the Kuyers Institute.
   - The Kuyers Institute collaborated with the Calvin College Press on a volume in the Calvin Shorts series, *Christians and Cultural Difference*.

3. **Scholarship and Faculty Projects**
   - *Educational Technology & Human Flourishing Grant*. The Institute completed the second year of a 3-year grant funding an empirical study of technology in a Christian school and how the impact of new digital technologies affects the school's mission and outcomes. The full 3-year grant funding totals $358,202. The second year focused on continued data gathering and the early stages of qualitative coding. Calvin faculty members David Smith, Kara Sevensma, Marj Terpstra, and Hope faculty member Steve McMullen are conducting this research in cooperation with the Social Research Center.
   - *Faith and Science Teaching (FAST) Project*. The Institute in collaboration with The Colossian Forum has completed the first phase of work to create a collection of online resources for science and Bible teachers in Christian high schools that focus on pedagogy for intentionally integrating science and faith in the classroom. The combined funds acquired totaled $329,989; a fresh round of funding from the John Templeton Foundation in 2016–2017 will extend this work for a further year. The products of the first phase will be published later in 2016 as a website at [www.teachfastly.com](http://www.teachfastly.com).

4. **Programs**
   - The Institute is working with partners in Kyiv, Ukraine, to develop a Russian language version of its online pedagogy resource, [www.whatiflearning.com](http://www.whatiflearning.com), and accompanying training materials and events for teachers in the new Christian schools being established in the wake of legislative change in Eastern Europe. The British version of the site is also being developed further by the Anglican church as a part of its educational strategy in the UK.

5. **Events and Workshops**
   - *The Kuyers Conference*. The sixth biennial Kuyers Institute Scholarly Conference on teaching and learning, titled *Faith and Teaching: Virtue, Practice, Imagination*, was successfully hosted in October with very positive feedback. The Institute Director also represented the Institute's work at a variety of other events nationally and internationally.

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 2016–2017.
A. Major issues addressed by the board during the 2015–16 year
None

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
1. The governing board approved the following travel-research grants:
   • Bruce Berglund (history): research in Toronto and western Canada for a comparative history of hockey
     (comparisons to the US, Sweden, and eastern Europe).
   • Kevin den Dulk (political science): research in Utah and California on water rights in the Western US, par-
     ticularly the meaning farmers attach to such rights.
   • Mark Mulder (sociology): research in California on Robert Schuller and the Crystal Cathedral, studying
     religious innovation and institutionalization.
   • Ralph Stearley (geology): research on fossils related to the biogeographic history of Late Cenozoic salmon-
     nines from western North America.

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 2016–2017 academic year.
A. Major issues addressed by the board during the 2015–16 year
   1. “Christianity and Social Change in Contemporary Africa,” the RFP 2-year program funded by the John Templeton Foundation to strengthen and highlight the work of African theologians and social scientists, operated at full-throttle since its launch last summer. Twenty-three grants were awarded and a two-week workshop in Cape Town, South Africa, was held in March 2016. Each team of grantees ordered books from the Theological Book Network to continue their work. Planning continues for a March 2017 summative conference in Abidjan.
   2. Follow-up work continues on three Gospel and Culture Seminars.
      • India 2015, “Christianity and Economic Development.” Book editors Rebecca Shah and Joel Carpenter continue to work on manuscript drafts for submission to publisher in Fall 2016.
      • Brazil 2013: Book editors Eric Miller and Ron Morgan hope to submit completed manuscript to Notre Dame Press.
      • South Africa 2013, “Between the Shadow and Light,” the traveling art exhibit, heads to Central Presbyterian Church in Atlanta and Whitworth University.
   3. External Review by Prof. Michael Hamilton of Gospel and Culture Seminars takes place, with results to be presented Fall 2016.
   5. Nagel Fellowships were selected in December 2015.
      • “Visualizing Faith and Citizenship: A Cross Cultural Exploration.” Professors den Dulk and Williams, leveraging Calvin’s study-abroad programs as field sites, will guide students in these programs into some photographic research and audio recorded reflections on how their experience of faith and citizenship compares to what they see Christians doing in these international settings.
      • “The Political Role of Christian Councils in Ghana and South Africa.” Professor Tracy Kuperus will do research on her topic while in Ghana directing Calvin’s semester abroad program there, and then travel to South Africa for more research. She will work with two student research assistants to investigate how the Christian Councils of Ghana and South Africa have responded to religious and political challenges.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
   Strategic planning work continued with approval of an updated job description for the Nagel Institute Director. An updated director profile will be presented to the board Fall 2016.

D. Issues that will continue to be before the board next year
   1. Several multi-year projects noted above are ongoing and will continue into 2016–2017.
   2. Future project and funding opportunities.
   3. Planning for succession of directors.
A. Major issues addressed by the Institute during the 2015–16 year
1. Financial oversight of the Paul Henry Institute budget, and planning for reduced endowment income draw in upcoming years.
2. Scheduled and coordinated the speaker for the annual Pruis Rule of Law Lecture.
3. Facilitated book publications on clergy and public life, global governance and democracy in Europe, religious freedom for faith-based organizations, and international adoption.
4. Receipt of a grant from the Louisville Institute to fund periodic collection of surveys of Protestant clergy.
5. Sponsored the “Challenges for the Next President” series at Calvin, with four panel discussions on current policy issues in the election campaign.
6. Awarded two scholarships to Calvin students participating in the Semester in Washington D.C. during the spring semester.

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
2. Appointed eight student researchers in the Henry Institute during the 2015–16 academic year, working on projects involving citizenship, religious persecution, incarceration and re-entry, faith based education, and civic education.

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 Faith and Citizenship Initiative fund budgets
2. Continued efforts to develop external revenue sources to complement endowment funding and existing external grant resources.
3. 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
4. Ongoing work under the “Faith and Citizenship Initiative,” which includes interdepartmental and interdisciplinary projects and involvement and is spearheaded by Kevin den Dulk.
5. The Henry Institute-sponsored biennial Symposium on Religion and Public Life will be held in April 2016.
6. Active sponsorship of five student research assistants during the academic year, and five summer student research assistants (two within the MacGregor Program), working on projects with various Calvin faculty.