

CONSTITUTION AND BYLAWS OF THE GAINNEY INSTITUTE FOR FAITH AND COMMUNICATION

Preamble

Christians have always depended on communicators to spread the Gospel, renew tradition, discover and disseminate wisdom, build faith communities, and serve the wider society. Communication is at the heart of God's "Cultural Mandate" to take care of and develop the Creation. In recognition of the contributions of Harvey and Ereveene Gainey to contemporary Christians' efforts to nurture educated Christian leaders who communicate faithfully, and to carry on the Gainey family vision, Calvin College (the *College*) establishes the Gainey Institute for Faith and Communication (the *Institute*).

- I **Purpose of the Institute:** The Institute promotes the study, practice, and living of communication in the context of the Christian faith by partnering with individuals and organizations that share its goals. It serves primarily four groups: (1) Christian scholars and teachers of communication, (2) lay and professional Christian communicators, (3) future Christian leaders, and (4) Christian communicators in the worldwide church.

- II **Activities of the Institute:** The activities of the Institute may include but are not limited to:
 - A. **Publications:** The Institute publishes books, articles and other media products with partner organizations. It also publishes some of its own scholarly and applied materials for use in conferences, workshops, and courses. Finally, the Institute produces and distributes related media products both online and through other multimedia formats.

 - B. **Conferences:** The Institute partners with organizations to plan, organize, and host worldwide and domestic gatherings of scholars and practitioners. The Institute is especially interested in meetings that (1) lead to widely distributed publications and other multimedia products, (2) enable both professional and lay practitioners to learn from distinguished scholars and practitioners of communication, and (3) will result in new organizational partnerships and cross-generational communities of learning. In order to extend the involvement, deepen the impact and reduce the cost of conferences, the Institute employs asynchronous and distance-education technologies when appropriate.

 - C. **Workshops:** In addition to sponsoring longer conferences, the Institute, normally under the sponsorship of the Calvin Workshops in Communication, conducts short-term workshops both by invitation of co-sponsoring organizations and by the Institute itself according to identified needs. As appropriate, the Institute uses distance technologies to expand the reach and impact of workshops as well as to

promote follow-up activities after workshops. In addition, the Institute itself produces and distributes workshop-related materials that can also be used by other organizations. As an international facilitator of communication education for the church, the Institute identifies master teachers, promotes the workshops, and serves as a clearinghouse for Christian organizations seeking training for their staff, boards, management, volunteers, supporters, and associations.

- D. **Courses:** The Institute arranges credit and non-credit undergraduate courses and post-graduate seminars in conjunction with Calvin College and other colleges, seminaries, divinity schools, and professional associations. The Institute is committed to offering the kinds of communication-related continuing education for which most academic institutions lack the faculty, the necessary technology, or the economy of scale. The Institute seeks through these courses to create multi-disciplinary, cross-generational communities of learning that involve students as both learners and teachers.
- E. **Newsletter:** The Institute publishes an email and Web newsletter summarizing the Institute's activities and publicizing the work of its partner organizations and fellows. This newsletter also serves as a clearinghouse for valuable information about the study and practice of communication in the context of the Christian faith.
- F. **Fellowships:** The Institute provides funding and facilities for scholars and practitioners to become Institute Fellows. The Institute is especially interested in Fellows who are: (1) existing or potential leaders in the Developing World, (2) influential communication professionals, and (3) in the vanguard of communication scholarship. In conjunction with Calvin College, Fellows may give public or private lectures, consult with the Institute about its activities, offer workshops or special courses, serve as a "Communicator in Residence" or "Scholar in Residence" at Calvin College, audit courses, and use the libraries and research facilities. In addition, the Institute, in conjunction with the Arthur H. DeKruyter Chair in Faith and Communication at Calvin College (the *DeKruyter Chair*), annually awards "DeKruyter Graduate Scholar in Communication" fellowships to graduate students who are demonstrating a strong desire to relate their faith to the study and practice of communication on behalf of church and society.
- G. **Scholarship:** The Institute facilitates both individual and collaborative scholarship about faith and communication. Often scholars present their work at public conferences and subsequently publish it in books, online, and in other multimedia formats. The Institute supports scholarship on a project-by-project basis through grants and partnerships. The Institute also contracts with communicators who can effectively translate scholarly material for lay audiences.
- H. **Private Research and Consultations:** The Institute conducts private (non-public) research for Christian organizations and associations—always billed to the sponsoring organization or funded by separate project grants from funding agencies. In some instances, the Institute brings together organizations with a common stake in a research question or topic, enabling the organizations together to benefit from

research that none of them could afford individually. Whenever possible, parts of the private research will be published in scholarly or popular periodicals, presented at professional meetings, or presented privately. Also, the Institute may contract to do research in conjunction with other organizations and persons, including the Center for Social Research at Calvin College.

III **Administration: Executive Director and Staff**

A. Executive Director

1. Responsibilities of the Executive Director of the Institute include:
 - a. initiating and administering the programs of the Institute, with the advice and consent of the Governing Board;
 - b. supervising Institute staff;
 - c. seeking external funding for the Institute;
 - d. serving as chief liaison between the Institute and its Board;
 - e. serving as budget officer for the Institute and oversee the budget of Institute activities.
 - f. preparing and submitting an annual report for the Board to review, along with a summary of the annual report to Faculty Senate for information;
 - g. representing the Institute officially to the media, at special occasions, and at Institute activities;
 - h. and, normally teaching the equivalent of two courses or 6-8 semester hours per academic year if the Executive Director also is the DeKruyter Chair; teaching the equivalent of four courses or 12-14 hours if the Executive Director is not also the DeKruyter Chair.
2. Status
 - a. The Executive Director of the Institute normally holds the DeKruyter Chair and faculty status in the Department of Communication Arts and Sciences (*CAS*). The Executive Director must be a committed Christian, a strong public communicator, an effective teacher, and Reformed scholar. The Executive Director also must be able to represent the Institute and the Christian faith to academic, church, and general audiences. In addition, the Executive Director must be able to cooperate with partner organizations to raise funds from both public agencies and private persons. Finally, the Executive Director should have a proven administrative ability, including skills in budgetary and personnel oversight, and in working collaboratively and effectively with governing boards.
 - b. The director shall not serve as the chair of the Governing Board.
 - c. The director shall not normally serve as department chair during his or her term as director.
3. Selection of the Executive Director
 - a. The Provost shall appoint a committee appropriate to the purpose of the Institute. The composition of the search committee shall include at least two members of *CAS* and at least one member of the Board. Typically, it will also include the Dean of Research and Scholarship.

- b. The search committee shall, with the concurrence of CAS, make a recommendation to the Provost;
 - c. The Provost shall make a recommendation to the Professional Status Committee (*PSC*); the appointment of the nominee is then subject to the committee's approval.
 - d. The final appointment is subject to the approval of the Board of Trustees of the college.
 - e. The director will report to the Dean for Research and Scholarship.
 - f. The Executive Director normally is appointed for a three-year term subject to approval of *PSC* as well as the Trustees of the college.
4. Evaluation and Reappointment: The Executive Director is eligible for reappointment. By the beginning of the third year of the Executive Director's three-year term, the Provost shall oversee an evaluation of the director's performance. The evaluation will be conducted by the Dean of Research and Scholarship, incorporating advice from the Board. The dean shall submit a recommendation regarding reappointment to the *PSC*.
- B. Program Manager: The Institute's Program Manager administers the day-to-day operations of the Institute. The Director recommends to the Board the appointment of the Program Manager.
- C. Associate Directors: The Executive Director may decide under some circumstances and commensurate with available funding, to seek approval to hire one or more Associate Directors instead of or in addition to a Program Manager, such as to replace the Executive Director temporarily during a leave of absence or to take on responsibilities resulting from special grants or major initiatives.
1. Responsibilities: shall be outlined in their position description forms. They report directly to the Executive Director.
 2. Status: The Board shall approve any requests from the Executive Director for an Associate Director to be appointed for specific responsibilities. The Board also shall determine in each case if the position warrants faculty status. If so, all of the college requirements and procedures for gaining faculty status apply, including approval of the department in which the Associate Directors' faculty status is held.
 3. Term: Associate Directors are appointed for a specified period of time as outlined in their position description form.
- D. Administrative Assistants: The Executive Director hires administrative assistants as needed for particular projects as well as for general operations. The administrative assistants must include at least one person skilled at editorial work and preferably with enough technical background to assist in writing and formatting materials for online publication and multimedia. Depending on the projects, administrative assistants report directly to the Executive Director, the Program Manager, or an Associate Director.
- E. Student Fellows

1. The Institute normally invites up to eight students annually to join the Institute as Student Fellows. The Governing Board selects students from those who have applied to be fellows, with advice from at least the Program Manager, the Associate Director if there is one, CAS, and, for freshmen, the Calvin College Admissions Office and Honors Program. Every spring up to eight students are invited to participate for the upcoming academic year based on their academic record, spiritual maturity, and communication abilities. Fellows are selected based on both their academic record, professional interests, and Institute needs. The program is open to all academic majors and may include students from other colleges, universities, and seminaries pending approval of their home institutions. Student Fellows may serve more than one year, but academic credit is limited to a total of six semester hours.
2. Institute staff and Calvin faculty mentor Student Fellows: All Student Fellows meet regularly in a special Leadership Seminar co-taught normally by the Executive Director. Student Fellows are also invited to participate free of charge in Institute activities and to meet personally with Institute Fellows and DeKruyter Graduate Scholars. Each senior Student Fellow is encouraged to participate with other Student Fellows in one campus-wide presentation and normally to attend one off-campus professional communication conference or workshop at the expense of the Institute.
3. The Executive Director assigns each Student Fellow specific projects in conjunction with Institute activities. Normally Student Fellows work about six hours weekly on projects. Student Fellows usually receive appropriate academic credit through the leadership seminar or, in some cases, through an independent study or special topics course. Student Fellows may also be awarded a special scholarship of up to \$1,000 per semester.

F. Institute Fellows

1. Responsibilities: are selected to pursue designated projects that are sponsored or supported, in all or in part, by the Institute. Institute Fellows may also work on their own projects related to the mission and purpose of the Institute, such as in the case of visiting scholars at the college who are on leaves of absence from their home institutions.
2. Status: Institute Fellows may be attached periodically to the Institute as funds permit, opportunities arise, and particular projects and programs warrant.
3. Selection: The Executive Director recommends the appointment of Institute Fellows to the Board, which appoints such Fellows subject, when appropriate, to any college approvals, such as visiting faculty approval by PSC.

IV Administration: Governing Board and Advisory Council

A. Governing Board

1. Composition
 - a. The College's Dean of Research and Scholarship; the Executive Director of the Gainey Institute for Faith and Communication; the Chair of CAS or a proxy appointed by the Chair; an additional faculty member from CAS;

- and two additional faculty members from the College. There are no *ex officio* members appointed to the Governing Board.
- b. The Executive Director does not participate in Board decisions regarding selection and evaluation of the Executive Director.
2. Selection
 - a. The CAS Chair appoints the additional member of the Board from the CAS faculty in consultation with the Executive Director.
 - b. The Committee on Governance appoints the two non-CAS faculty members to the Board.
 3. Committee Service: membership on the Governing Board shall be applied to community service requirements according to governance rules.
 4. Administrative Support
 - a. A Recording Secretary shall be appointed by the Governing Board for a one-year term.
 - b. The Administrative Assistant, Program Manager, or an Associate Director may be appointed to serve as the Recording Secretary, holding *ex-officio* status on the Board.
 - c. The Recording Secretary may be appointed indefinitely to yearly terms.
 - d. The Recording Secretary shall collect and distribute the agenda and other materials at least one week in advance of meetings, and will submit minutes to the appropriate college entities.
 5. Term
 - a. Faculty members of the Board shall be appointed to staggered, four-year terms. Terms shall be shortened as necessary to stagger the terms of the initial board.
 - b. Members whose terms have expired shall be eligible again to serve typically after a two-year hiatus.
 - c. Members may recommend a proxy during leaves of absence, subject to the approval of the Board.
 6. Frequency of Board Meetings
 - a. The Executive Director shall convene a meeting of the Board at least once each fall and spring.
 - b. The Chair will convene additional meetings at the request of three or more members of the Board.
 - c. A quorum must be present at all meetings.
 7. The Chair
 - a. The Chair of the Board shall be appointed by the Governance Committee of the College for a two-year term.
 - b. The Chair may be reappointed by the Governance Committee for no more than two consecutive terms.
 8. Powers
 - a. The Board shall have powers of advice and consent with regard to the operation of the Institute, holding the director accountable to the founding document and the policies of the College.
 - b. The Board shall offer advice to the Executive Director on questions regarding initiatives, policies, and procedures of the Institute.

- c. The Governing Board shall approve a ceiling on the dollar amount of grant awards that can be made by the Director of the Center/Institute without the consent of the Governing Board.
- d. The Director of the Center/Institute may seek funding from foundations and grant agencies outside Calvin College. Awarded grants, however, require approval of the Governing Board prior to the acceptance of the grant monies. The acceptance of such funding by the Governing Board carries with it the board's approval of the distribution of the funds specified within the parameters of the grant.
- e. Any reallocation among the various budget lines in excess of 10 percent of the total approved budget for that year requires the approval of the Governing Board.
- f. The Board shall approve the following year's budget and expenditures in advance of the fiscal year.
- g. The Board shall receive routine financial statements at least twice annually.
- h. The Provost, through the Dean of Research and Scholarship, shall oversee external reviews such as reappointments of the director as well as external reviews of the Institute.
- i. The Governing Board shall approve the appointment of all Associate Directors, Institute Fellows, Affiliated Faculty, and Student Fellows connected with the Institute.
- j. All of these powers shall be exercised in accord with the Constitution and Bylaws of the Institute.

B. Advisory Council(s)

- 1. Status: Advisory Councils (*Councils*) may be formed to aid the Executive Director. The Size and make-up of the membership are established by the Executive Director in accordance with the particular needs to be addressed or advice sought. The Executive Director serves as the chair of any such Councils.
- 2. Selection: Members of Councils are selected by the Executive Director, who may solicit recommendations from the Board.
- 3. Term: Members of Councils serve two-year terms and are eligible for reappointment.
- 4. Frequency of Meetings: Meetings of the Councils shall be convened periodically at the discretion of the Executive Director.
- 5. Powers: Members of any such Councils serve only in an advisory capacity with respect to items determined by the Executive Director. They may not officially represent the Institute, the College or any other College units.

V Hiring Policies

- A. All college policies relating to hiring and reviewing of full and part-time employees shall be followed.
- B. Employee position descriptions must be approved by the college's Job Evaluation Committee; title and wages should be consistent with Human Resources' policies.

VI Amendment

- A. These bylaws may be amended by a two-thirds vote of the entire Board. The powers of the Board shall be exercised in accord with the Bylaws.
- B. Amendments approved by the Board must go to the Committee on Governance for approval and to Faculty Senate for information. In consultation with the Executive Director and the Board, the Committee on Governance may recommend substantial changes be sent to Faculty Senate for approval.

Approved by the Committee on Governance: October 31, 2006

Approved by Faculty Senate: December 4, 2006

Approved by the Gainey Institute for Faith and Communication Governing Board:

Received for information by the Board of Trustees: