A. Major issues addressed by the committee during the 2014–15 year

1. Revision of the Core Curriculum.

The one major issue of the year was revision of the core curriculum. In December 2013, Core had met jointly with EPC to discuss the revision process. In that meeting, the two committees agreed to create an ad hoc subcommittee composed of members of both Core and EPC, in order to have more focused, efficient investigation of possible improvements as well as a broader, more transparent discussion. This ad hoc Core Revision Subcommittee took up its work in the spring 2014 semester and carried through the summer and fall. Between February and November, the ad hoc subcommittee met with 35 members of the faculty and staff regarding the various core categories and the curriculum as a whole. The ad hoc subcommittee also did extensive research into other schools’ core models and general education pedagogy. Based upon its consultations and research, the seven-member ad hoc subcommittee (which included five members of Core) formulated three possible models for a future core curriculum: the current core with some necessary adjustments; a much smaller core that would be common to all Calvin students; and model that brought reductions from the current core and included different plans for BA and BS students. The standing Core Committee adopted the ad hoc subcommittee’s report on December 4, 2014.

The Provost’s Office organized a series of events in interim and spring 2015 to gain feedback on the report from faculty and students: two town hall meetings with faculty and one with students. Departments and individual faculty were invited to submit comments on the report and its suggested models. The Provost’s Office received statements from 18 departments and 18 individual faculty members. Working with Dean M. Stob and Center for Social Research director N. Carlson, the Provost’s Office then organized an online survey. The overall responses to survey questions showed strong support for changing the core curriculum (60% of the 233 respondents said, yes, the core curriculum needs to be changed. Only 15% said it does not need to be changed, while 25% were unsure) and solid support for most—but not all—of the recommendations in the subcommittee’s report. Core and EPC proposed to Faculty Senate that it call an assembly of the full faculty to decide which of the proposed models, of the three in the report and others designed by faculty members outside the committees, should go forward for further development and possible implementation. Senate voted unanimously to postpone this assembly until fall 2015 and empowered the provost “to pursue a wider exploration of core models with more parties involved, aimed at refining options and designing a clear process.”

While it was a tumultuous year in matters of the core curriculum, the standing Core Curriculum Committee had a quiet agenda. The ad hoc subcommittee did the work of researching and writing the report, with regular updates to the standing committee. Meanwhile, the flow of regular Core business—courses and program proposals—slowed to a trickle. Rather than proposing new courses for core, it appears that departments are taking a wait-and-see approach as to whether the overall curriculum will change. As a result of this slow-down, Core cancelled 11 of its weekly meetings during the year. In other words, as the process of core revision has advanced, with all its turns, the Core Curriculum Committee has become marginal to the process.

Members of the committee discussed this situation in the final meeting of the year. In 2012–13, the committee had unanimously approved the “Core Curriculum White Paper.” But this document met with strong opposition from some departments and was effectively shelved. Core recognized, along with EPC, that the ad hoc subcommittee would potentially find wider support for its work on core revision, given that members of both governance committees would participate and their report would be based on conversations with several faculty members. But faculty objections to the subcommittee’s report were directed not only to the models it proposed but also to the process and the membership of the subcommittee. As members of Core discussed at the close of the year, the Core Curriculum Committee appears to have little legitimacy as the governance committee responsible for
core. Even in regular core business, CORE is in a subordinate position to EPC, with all of its decisions reaching Senate only upon EPC approval (C. Hanson already questioned the CORE-EPC relationship in his 2011–12 report as outgoing CORE chair). One suggestion that came up in the meeting was to eliminate CORE, fold its responsibilities into EPC (since EPC already reviews CORE’s decisions) and expand the membership of EPC.

Assessment of the Core Curriculum

The Core Curriculum Committee is following a plan to assess two categories of core each year. The plan begins in AY 2013–14, when the committee asked M. Stob and the Assessment Committee to organize assessments of the Written Rhetoric and Biblical and Theological Foundations categories. The reasons for selecting these categories were that 1) no matter what revision might take place, these categories would still remain part of the Calvin core, and 2) these requirements were met by courses taught in single departments, making the assessment process more manageable than, say, Global and Historical Studies.

CORE received the assessment report from the Religion Department regarding Biblical and Theological Foundations this past year. It has not received a report from the English Department regarding Written Rhetoric. The committee decided to continue the process in AY 2015–16, asking the Assessment Committee to organize assessments of Philosophical Foundations and History of the West & the World.

B. Actions brought before Faculty Senate

1. Core Course Proposals:
   - BIOL 230, Physiological Systems, new course bringing the elimination of BIOL 111 and its replacement in Living World Core by BIOL 160, Ecological and Evolutionary Systems
   - PHIL 318, Minds, Brains, and Persons, Current Course for Integrative Studies Core Credit
   - GEOG 241 (now 243), United States and the World, course revised and removed from core
   - ENGR Summer Program in Germany, for Foreign Language Core for Summer 2015 only.

2. Program Proposals
   - BA, AA, and Certificate Programs in Ministry Leadership at an Extension Site
   - Classics Department Latin Sequence Revision
   - History Department Curriculum Revision
   - Off-Campus Programs Curriculum Revision

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

1. Received the Education Framework Goals for information.
3. Charged M. Stob and Assessment Committee with assessing the Philosophical Foundations and History of the West & the World categories.
4. Received reports on DCM, CCE, and Off-Campus Programs core courses.

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

1. Core curriculum revision.
2. Assessment of the core categories.
3. CORE should begin the process to formally approve the existing Student Learning Objectives for the various core categories.
A. Major issues addressed by the committee during the 2014–15 year

In the course of the Educational Policy Committee’s twenty-two meetings (including three joint meetings with the Core Curriculum Committee), EPC responded to forty communications, many with multiple supplements. EPC also discussed several drafts of proposals and acted on a number of items for expedited review. Twenty-two EPC items were forwarded to Faculty Senate for information or approval. Faculty Senate approved or accepted for information all items. The remaining communications received by EPC were for discussion and information.

New or Extensively Revised Programs or Policies

- Ministry degree program at prison extension site
- Graduate Studies in Education curriculum revision
- Joint Neuroscience Concentration in Biology, Biochemistry, Chemistry, and Psychology
- History Department curriculum revision
- Educational Framework
- Template for transcript “designations”
- Agreement form for “dual enrollment” arrangements

Revised Majors/Minors

- Program and/or major/minor proposals and revisions were approved for the following programs or departments: Mathematics Elementary Education major and minor, Off-Campus Programs, Psychology, Latin, Film and Media.

Courses

- In addition to new courses proposed as part of a program, major, and/or minor, the following new courses were approved: BIOL 230, ECON 345, PSYCH 335, GEOG 352 & 362, BUS 358 & 368.
- In addition to courses eliminated as part of a program, major, and/or minor, the following courses were eliminated: ECON 325 & 326.
- In addition to courses approved for core as part of a program, major, and/or minor, PHIL 318 was approved for integrative studies core credit.
- Net change in number of undergraduate courses: -4 courses (13 new courses approved, 17 existing courses eliminated).

Reports or Items Received and Discussed

- The following reports were received by EPC for information: CCE, DCM, Off-Campus Programs; pre-professional program reports: pre-law, pre-ministry, pre-occupational therapy; external review reports: ABET Engineering, the Arts Council, and International Development Studies.
- Departmental rhetoric programs received for information: Biology, Computer Science, Political Science, and Economics.
- A revised “External Review Cycle” for academic departments.
- EPC discussed the following: core curriculum revision, HLC assurance arguments, Media Arts interdisciplinary major, BSN completion program, prioritization process, CAS/SPAUD departmental split.
Expedited Actions
(E.g., name changes for programs or courses, changes in assigned credit, minor changes resulting from external reviews.)

- Minor changes were approved for the following majors, minors, and/or courses: ECON 200, SPAN 370, SPAN 3xx courses, MATH 171/172, KIN 223, REL course titles, HIST major requirement, CS major requirement, ECON 221H & 222H, CLAS major cognate changes, ARCT 380.

D. Issues that will continue to be before the committee next year
1. Possible revision of the core curriculum
2. Possible BSN completion program
3. GIScience certificate program
4. BUS 356, Entrepreneurship, new course
5. CMS program review
6. Program reviews

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**PLANNING AND PRIORITIES (PPC)**

**Governance Committee**
**Chair: Michael Le Roy**

A. Major issues addressed by the committee during the 2014–15 year
1. Reviewed and revised the committee and task force mandates
2. Monitored compliance with the 2014–2017 prioritization plan
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 a Campus Master Plan
6. Monitored the development of the 2015–16 budget
7. Reviewed and approved the college’s tuition increase for 2015–16
8. Reviewed physical plant assets and plans for maintenance and improvement
9. Reviewed the college’s Investment Policy Statement
10. Monitored 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. Reviewed and approved the Prison Program Proposal and ensured adequate contingency planning
12. Encouraged cross-divisional cooperation and effective college-wide education on strategic issues

B. Actions brought before Faculty Senate
1. PPC 14-01, Report on Strategic Planning After-Action Surveys
2. PPC 14-02, Clean Water Institute of Calvin College (CWICC)

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Reviewed the Perkins Fellows Program
2. Reviewed the Ladies Literary Club Analysis and Recommendation
3. Reviewed and approved the SPAUD Program Proposal
4. Reviewed the Sightlines Report
5. Reviewed information on faculty buyout offers
6. Reviewed salary scales for contingent faculty and summer teaching

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

### Professional Status (PSC)

**Intensive Governance Committee**
**Chair: Michael Le Roy**

#### A. Major issues addressed by the committee during the 2014–2015 year
The Professional Status Committee held 20 meetings and considered a total of 62 faculty and administrative appointments, reappointments, and/or promotions as well as 16 communications, some in multiple versions. See subpoints B and C below for an overview of the major issues handled by PSC.

#### B. Actions brought before Faculty Senate
2. Annual chair-faculty member conversations.
3. Refinements to the recently adopted policies regarding contingent faculty (affiliated and adjunct).

#### C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Reviewed candidates for tenure, reappointments, and new appointments.
2. Reviewed and approved (or denied) departmental allocations of resources and declarations of faculty openings for the 2015–2016 academic year.
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. Reviewed departmental statements on research and scholarship.
7. Revised the PSC mandate; submitted to the Committee on Governance.
8. Considered a proposal regarding compensation for teaching summer school.

#### 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 2015–2016.
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.

### Teacher Education (TEC)

**Intensive Governance Committee**
**Chair: Gary Talsma**

#### A. Major issues addressed by the committee during the 2014–15 year
Revised Masters in Education Program.
B. Actions brought before Faculty Senate
1. Updated KIN 223 Movement and Health Education in the Elementary Classroom course prerequisite.
2. Revised elementary mathematics major and minor.
3. Biology Department Proposal (affecting the elementary integrated science major/minor, secondary biology major/minor, secondary integrated science major).
5. History Curriculum Revision (affecting the secondary history major/minor).

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Evaluated Curriculum Materials Library location and offerings.
2. Petitioned and received budget for Curriculum Materials Library from the Provost.
3. Determined deadlines for reading, mathematics, and writing competency testing.
4. Publicized Education Unit governance and website to unit, unit chairs, and deans.
5. Approved teacher internship guidelines for secondary candidates with two majors.
6. Updated appeals timeline and procedures.
7. Monitored government actions and requirements:
   • Received evaluation of Calvin's programs by the Michigan Department of Education.
   • Submitted response to proposed new federal regulations for teacher preparation programs.
8. Signed the Kent County Grade-Level Reading Community’s position paper on behalf of Calvin College.
9. Met with Phil Beezhold about the Master Plan and long-term curriculum center and education program needs.
10. Updated the roles of the Dean of Education.
11. Discussed proposed core curriculum models.
12. Decided that Calvin will not participate in the National Council on Teacher Quality program review.
13. Reviewed assessment data for program improvement.
14. Participated in program branding workshop with Tim Ellens.
15. Committee activities:
   • Appeals: Clarified appeal procedures; considered student appeals.
   • Diversity: Developing faculty workshop related to teaching international students; interviewed current AHANA education students; working on promotional video; hosted the Education table at the Entrada recruitment fair.
   • 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 Tripod Survey results and other assessment data; reviewed state and federal policy initiatives.
   • Neuroscience: Organized The Brain at School faculty reading group and various speakers.

D. Issues that will continue to be before the committee next year
1. Education Program efficiency
2. Off-Site Internship Program
3. Revise majors / minors:
   • Special Education major.
   • 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.
5. Promote Bible/religion teacher preparation and support.
6. Improve the departmental student teaching approval process.
7. Evaluate possible improvements to student teaching supervision and seminars, maintaining coherence and efficiency. Evaluate part-time elementary student teacher supervisor compensation and the draft elementary seminar course.

8. Rewrite the Conceptual Framework (or mission statement) and Statement of Commitment to Professionalism.

9. 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.).

10. Continue working with assessment data and prepare for the fall 2017 CAEP accreditation site visit.

11. Evaluate length of candidate programs (especially secondary integrated science, K–12 music, and the new elementary education program).

12. Education studies programs (non-certified). Possible tracks:
   - Disability studies
   - Early childhood
   - Neuroscience

13. Improve program promotion:
   - https://www.facebook.com/CalvinEducation
   - http://www.calvin.edu/academic/education/about/why/
   - New Education Program website

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**ACADEMIC ADVISING (AAC)**

**GOVERNANCE COMMITTEE**

**CHAIR: JULIE YONKER**

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**A. Major issues addressed by the committee during the 2014–15 year**

One of the major issues the committee worked on this academic year was a benchmarking survey of how academic advising was conducted at both small colleges and at our peer institutions. Dana Hebreard serves as the Chair of the Small Colleges and Universities Commission for NACADA (National Academic Advising Association). In this role, she surveyed member institutions in this division via an on-line survey tool. We used a similar survey and contacted advising directors/managers at our peer institutions and asked to complete a modification of the NACADA survey. At the time of this writing, the results of these surveys are being compiled and analyzed for a formal report. Our hope is that the results of this survey will help us understand what we are already doing well at Calvin with respect to advising and what are some things that we could learn and improve upon. A preliminary summary of the survey results is as follows:

1. The Results seem to indicate that:
   - Quality advising is more important in larger institutions than smaller
   - Dedicated advising days were evident in both large and small institutions, although not evident at every institution
   - Most institutions do not evaluate their advisors
   - Some institutions offer some training
   - Calvin is unique among the larger institutions because the academic advising reporting structure is in the academic division

2. The Calvin distinctives with respect to advising center on **Education** as a key word:

3. Advising is (should be) an opportunity for student learning,
   - Evaluation of advisors provides feedback to help improve,
   - Advisor training provides education.
   - Institutions of Calvin’s size don’t tend to do as much faculty advising, they enlist professional advisors.

Another area concerning Passport advising that we worked on was the inclusion of parents into the Charting your
Course sessions. The inclusion of parents was prompted by a request from the Parent’s Council as well as feedback from Passport advisors that parents and students were not on the same page with respect to classes during the Passport advising sessions. As part of this discussion, we suggested that there be more “major/program” session divisions in order to better accommodate the special needs/interests of specific majors/programs. We suggested that all Charting your Course sessions begin with a video clip that helps frame the importance of the Liberal Arts and the Core courses.

The Academic Advising Committee examined a variety of other issues this year. Dana Hebreard and Julie Yonker met with the Provost to highlight the importance of advising at Calvin College and advising’s role within the Strategic Plan.

1. We worked with the Deans, Provost and CSR to streamline the advisor evaluations into a more readably efficient format.
2. We discussed how to meet advisor’s needs in the New Advisor Training (Fall) and the Lunch and Learn (Spring).
3. We discussed two new “advising” roles this academic year, namely the First Year Business Advisor and the Pre-Health Advisor/Liaison. During the 2014–2015 academic year, the Business Department piloted a dedicated person to serve as an academic advisor for all first year students. The evaluations indicated that this individual had a higher overall evaluation (5.54) than the business department (5.34) or the college in general (5.26). This seems to indicate that student appreciated the availability (5.74) and her relatability. One student noted: “She was able to answer all my questions and knew who I need to contact in order to get my summer plans all in order. She makes sure you know what you need to take in order to reach your goals.”

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Some members of the committee and the Calvin community attended the on-site Webinar: Academic Advising and Social Justice: Privilege, Diversity and Student Success. This Webinar was approved as fulfilling FEN credit.
2. Some members of the committee attended a Jobzology training and discussion concerning the instruments used in this on-line survey/feedback instrument. We discussed how Jobzology could be beneficial in advising, especially the vocational aspect of advising.

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.

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**ACADEMIC STANDARDS (ASC)**

**GOVERNANCE COMMITTEE**

**CHAIR: CAL JEN**

A. Major issues addressed by the committee during the 2014–15 year
Reviewed the requested appeal by a prospective student of an Admissions Committee decision, which our committee voted to affirm the Admission Committee's previous decision.

B. Actions brought before Faculty Senate
None
C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
Gathered additional input from our committee to give to Cheryl Brandsen who requested input on whether or not to continue this standing committee or not. Cal Jen had previously provided input as requested by Cheryl, and Carol Rossman had some additional input to provide to Cheryl, and both of our emails with comments/suggestions to Cheryl were copied to other members of our committee.

D. Issues that will continue to be before the committee next year.
Discussed the proposed potential changes to the SAT test (which may or may not be adopted by Michigan for this coming or next school year so we provided discussion and input for Tom Steenwyk and Rick Zomer in their respective staff positions).

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**ASSESSMENT (ASM)**

**Governance Committee**

**Chair: Mike Stob**

A. Major issues addressed by the committee during the 2014–15 year
The principle business of the committee is to advise departments, committees and programs concerning assessment issues and to review the results of assessment activities across the college.

1. During 2014–15, the committee reviewed a preliminary version of each course and curriculum proposal submitted to EPC for the purpose of advising the proposers concerning assessment issues. In each case, the committee provided feedback to the proposers to be incorporated in the final proposal. The committee noted that proposals are getting better (at least as far as assessment) and in almost all cases the concerns that the committee had with the proposals was relatively minor. Major proposals reviewed this year included the programs to be delivered at Hanlon prison and the graduate education program revision as well as several program revisions proposed by individual departments.

2. The committee also reviewed the assessment materials submitted by each department in its state of the department report. The committee provided feedback to each department concerning its assessment activities in the form of a memo. The committee noted an unevenness in the quality of assessment reporting and intends to give more guidance to departments in the future.

3. The committee spent a substantial amount of time assisting in preparation of the assessment section (Core Component 4B) of the assurance argument for Calvin's comprehensive evaluation by the Higher Learning Commission for reaffirmation of accreditation.

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
Beyond the usual business, the committee expects to consider two major issues: core curricular revision and the implementation of the educational framework. The committee is investigating ways in which it might be helpful in advancing these projects.
CHAPEL (CHAP)

Governance Committee
Chair: Paul Ryan

A. Major issues addressed by the committee during the 2014–15 year
The chapel committee met twice a semester to review and discuss chapel programing and promotion based on the chapel mission document completed in Fall 2012. These discussions generated ideas for themes, speakers, and practices for chapel services.

B. Actions brought before Faculty Senate
None

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

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

CROSS-CULTURAL ENGAGEMENT (CCE)

Governance Committee
Chair: Mandy Cano Villalobos

A. Major issues addressed by the committee during the 2014–15 year
1. Lack of seriousness by which the majority of the college views the CCE requirement for students
2. The mediocrity of options presented to students to meet CCE requirements
3. Lack of standards by which to judge the credentials of faculty overseeing courses that offer CCE
4. Possible changes to CCE under the new core

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Approval and CCE designated courses
2. Committee drafted a statement outlining problems surrounding the CCE requirement, and suggesting possible solutions to address these problems
3. 5 year approval process for CCE courses repeatedly offered on a semesterly or yearly basis (this process does NOT apply to Interim courses)
4. Alterations made to CCE website

D. Issues that will continue to be before the committee next year
1. Possible changes to CCE under the new core
2. Preparing faculty and staff to be better equipped in integrating CCE in courses (quality assessments)
A. **Major issues addressed by the committee during the 2014–15 year**

1. One of the responsibilities listed in the ESC mandate is “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.

2. ESC engaged with the master planning process, by meeting with the consultants and the committee co-chairs. At their request, ESC developed a guiding principle related to sustainability that was adopted by the Master Planning Committee.

3. Because sustainability and environmental stewardship are included in the new Strategic Plan for Calvin, ESC considered options for more concerted tracking of sustainability activities as part of the implementation of the Strategic Plan. After careful consideration of options, **ESC has recommended that Calvin adopt the STARS (Sustainability Tracking, Assessment and Rating System) developed by AASHE (Association for the Advancement of Sustainability in Higher Education).** This would involve dropping the Calvin Sustainability Scorecard to prevent redundancy. ESC developed a proposal that Provost Cheryl Brandsen presented at Cabinet and the Planning and Priorities Committee for a course release for Professor Becky Haney (Economics) in each of the next 2 academic years to develop a comprehensive system for collecting Calvin data for STARS (Goal: to submit STARS data by January 1, 2016) and for developing a manual for future data collection.

4. **Goals set for Academic years 2014–2015:**
   - **Host an ACUPCC consultant who will advise on the cost of working toward climate neutrality.** After considering various sustainability consultants, we decided to retain *Second Nature* who has a substantial track record working with higher education institutions on sustainability planning and tracking. They also have experience assisting colleges to develop Carbon Neutrality Plans. Brett Pasinella from *Second Nature*, visited Calvin twice. The first visit involved meetings with more than 20 people across the college who are involved in creation care and sustainability work. He also met with ASG (the Master Plan consultants) in an attempt to coordinate sustainability planning with the Master Plan. Brett’s second visit to Calvin was to present a first draft of his report to those attending the Sustainability Summit in early June. Follow-up steps will happen in the next academic year.
   - One large CERF project, one small CERF project.
     - **Large projects—**LED lights in Hoogeboom;
     - **Small projects—**Fish House lights;
   - **Of special note:** Since its inception in 2009 CERF has saved the college more than 1,000,000 kWh of electricity and more than $100,000. This accomplishment was celebrated on May 7, 2015 at the CEAP (Calvin Environmental Assessment Program) Poster Session and with a Sustainability Scavenger Hunt/competition organized by Student Senate and the student Environmental Stewardship Coalition
   - **Provide support for the major project proposal regarding sustainability.** Sustainability was selected as one of the major research projects (approved by the Provost’s Office) to be implemented in the next four
years. Several members of ESC are involved in this project and will share their ongoing work with ESC for support and accountability.

- **Provide support for the sustainability summit.** The biennial Calvin Sustainability Summit was held in June 2015 and was attended by more than 70 faculty, staff, students as well as most members of the President's Cabinet. Attendees discussed recent sustainability accomplishments; listened to a keynote presentation from Second Nature staff who shared a first draft of Calvin College's Sustainability Assessment; and participated in breakout sessions on collecting STARS data for Calvin.

**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. 4, 2014 and May 7, 2015).
2. ESC approved CERF projects to install LED lights in the Hoogeboom Center and the Fish House.
3. ESC supported the Kill-a-watt competition in January and the Mad Farmer Food Festival in April 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 Second Nature Assessment of Calvin, including a decision by the President whether to sign the American Colleges and Universities President's Climate Commitment.
3. Develop an accountability strategy regarding the implementation of STARS at Calvin.
4. ESC will continue engagement with the master planning process.

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**Faculty Development (FDC)**

**Governance Committee**

**Chair: Frans van Liere**

**A. Major issues addressed by the committee during the 2014–15 year**

This year, the FDC Reviewed 18 sabbatical applications, and awarded 16 of them. It also reviewed 34 CRF applications asking for a total of 60 course units, and awarded 26 applications, for a total of 29 course units.

**B. Actions brought before Faculty Senate**

None

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

FDC reviewed and approved the awarding of the DeKock Faculty research fellowship, to support summer faculty research and scholarship for faculty members in the chemistry and biochemistry department who do not have external funding to support an ongoing research program.

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

The Calvin Teaching and Learning Network’s report will be reviewed in the Fall of 2015.
A. Major issues addressed by the committee during the 2014–15 year

B. Actions brought before Faculty Senate

   None

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

   1. Transgender Student Names proposal. During the 2013–2014 year, the committee authored a proposal that would allow transgender students more control of their name and how it appears on ID cards, course rosters and other lists. The committee, under the guidance of committee member Anna Ferrell, continues to shepherd this proposal through the approval process, receiving input from affected offices such as registrar, IT, etc. The proposal has been reviewed and approved by Cindy Kok from Student Life and by Provost Brandsen and has been approved by President LeRoy. We will work with Student Life to make sure that students are aware that this option is available to them by the start of 2015–16 academic year.

   2. At the request of the Gender Equity Committee, in early February, the bathrooms on 3rd and 4th floor of the Hekman Library were changed to gender-inclusive. The primary impetus for the change was that female library patrons (students), represented by the student group Gender Equity Now, were requesting bathroom facilities on the 4th floor. A secondary consideration was the heightened awareness of the need by trans* persons in our community for gender-inclusive bathrooms in which they can feel safe. Following the change, the library communicated to CGE that they would like the bathrooms reverted to their previous single gender status. After much discussion, the CGE has responded that we will not oppose that change. This was a learning process for our committee and we do hope that the campus as a whole continues to explore options for gender inclusive bathrooms as a way of caring well for the minority group of transgendered students on our campus, who have shared with us the difficulty of spending time on Calvin's campus without comfortable bathroom options.

   3. “Go-To Guide for Trans Students”. The committee urged Student Life to finalize the Go-To Guide. The committee learned that the guide was approved in April 2015.

   4. The committee continues to be aware of the need for gender-inclusive restrooms on campus. The need to plan for gender-inclusive restrooms was brought to the attention of the Campus Master Plan consultants.

   5. There is still a desire for a gender-inclusive restroom in the Commons. Options have been explored with Physical Plant, but there is no simple solution to the problem in the Commons.

   6. The chair attended a workshop, Beyond Binary, at Taylor University (Oct 2014)

   7. The committee co-sponsored and co-led, with Julia Smith, a Trans 101 workshop for the Calvin community on April 16.

   8. The committee met with Julia Smith, Director of the Sexuality Series, to discuss the activities of her office and how the CGE may be able to help or collaborate.

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

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

   2. Continue to lobby for more gender-inclusive restrooms on campus.

   3. Exploration of other gender equity needs in the Calvin community.
Governance (Gover)
Governance Committee
Chair: Cheryl Brandsen

A. Major issues addressed by the committee during the 2014–15 year
   1. Filled vacancies on committees and boards within the governance system
   2. Oversaw elections
   3. Undertook mandate governance review

B. Actions brought before Faculty Senate
   1. COG 14-01, Annual Committee Reports (for information)
   2. COG 14-02, Dissolution of Student Discipline Committee and Changes to Student Discipline Committee Appellate Board Mandate
   3. COG 14-03, Change to Faculty Handbook, §2.1.1.7.D

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. Concluding the review of the governance system
   2. Conducting elections
   3. Making appointments to committees for 2016–17

Hekman Library Committee (HLC)
Governance Committee
Chair: Francene Lewis

A. Major issues addressed by the committee during the 2014–15 year
   1. The Committee reviewed the Library Strategic plan, with its goals and objectives created by the library staff. Discussion was held on what next steps needed to be taken with the plan and if it needed to be endorsed by Faculty senate/Seminary faculty assembly or sent for information only.
   2. The Committee endorsed the creation of a taskforce of college faculty to review a proposal to create an Information Literacy across the Curriculum Program. The taskforce recommended that the Information Literacy across the Curriculum program and the Rhetoric across the Curriculum program pursue a partnership to further both their goals.
   3. The Governance document for the Hekman Library was reviewed, updated and revised to reflect a number of changes that have occurred in the last ten years. Hiring and reappointment matters were clarified for the theological librarians and the Dean. Revisions were also made in sections dealing with other employment issues. The role of the Seminary was highlighted and made clear.
   4. The Hekman Library committee sent a letter of concern to the provost on the rising costs of periodicals and the ongoing impact on the library budget.
   5. Collection Development librarian, Katherine Swart, was recommended for reappointment.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   The Information Literacy across the Curriculum (ILAC) program has now merged with the existing Rhetoric across
the Curriculum work.

D. Issues that will continue to be before the committee next year
1. The Letter of concern on the rising cost of periodicals and how this will continue to negatively impact the library budget.
2. The Governance document for the library needs to be sent through appropriate channels for approval and endorsement.

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**Institutional Biosafety Board (IBC)**

**Governance Committee**

**Chair: Keith Grasman**

A. Major issues addressed by the committee during the 2014–15 year
No major issues confronted the committee this year. The committee emphasized the ongoing administration of responsibilities for compliance with grant regulations and for ensuring safety of students, faculty, and staff working with recombinant DNA and (or) potentially infectious microorganisms (see section C for details). The committee reviewed and approved several proposals for projects with principle investigators who are Calvin faculty or Spectrum physicians working in the WRML facility. The biosafety officer and coordinator reviewed annual reports for approved IBC protocols and conducted training for personnel working on these protocols.

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. The committee reviewed and approved biosafety protocols for seven research projects. This was done through designated review by the committee chair, institutional biosafety officer, and biosafety coordinator (EHS representative). Two new protocols were for Calvin faculty, and five new protocols were for non-Calvin investigators working in the West Michigan Regional Lab facility.
2. The biosafety officer and coordinator reviewed annual reports for approved IBC protocols and conducted training for personnel working on these protocols.
3. The committee’s roster was submitted to the National Institutes of Health, which is required annually.
4. The biosafety officer coordinated an inventory biological agents (bacteria, cell-lines, virus, rDNA, prions) in the laboratory freezers, refrigerators, and cold room in the Science Building/De Vries Hall complex.

D. Issues that will continue to be before the board next year
1. Review new IBC protocols.
2. Request and review an annual report for each approved IBC protocol.
3. Maintain records for all approved IBC protocols and reports.
4. Continue biosafety training for new committee members and investigators.
5. Submit the committee’s roster to NIH annually.
6. Pursue further the need for the administration to clarify how IBC-related work by staff on the committee (e.g., the institutional biosafety officer and biosafety coordinator) fit into their overall job descriptions and performance expectations.
7. Establish an IBC web page describing the purpose and procedures of the IBC. IBC policies, forms, and training materials would be available for download on this web page. This would be similar to the existing web site of the Institutional Review Board (IRB).
8. Revise protocol review process.
9. Continue to emphasize the need for appointment of faculty to the IBC who have expertise in molecular genetics, genetic engineering, and (or) microbiology.

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<th>IRB #</th>
<th>PI</th>
<th>Dept.</th>
<th>Project Title</th>
<th>Category</th>
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<td>Castle, J.</td>
<td>Notre Dame Political Science Graduate Student</td>
<td>Studying the Causal Relationship &amp; Political Attitudes of Evangelical Millennials</td>
<td>Expedited</td>
<td>7/10/2014</td>
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<td>Byma, E.</td>
<td>Nursing</td>
<td>The Lived Experience of Novice Registered Nurses As Managers of Pain: Transition from Student to Professional Role</td>
<td>Expedited</td>
<td>8/19/2014</td>
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<td>Wieland, S.</td>
<td>Communication Arts and Sciences</td>
<td>The Experience of Work and Life in the Swedish Context</td>
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<td>McBride, B.</td>
<td>Political Science</td>
<td>How do we Effectively Teach Across Cultures</td>
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<td>Venema, R.</td>
<td>Sociology &amp; Social Work</td>
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<td>Tellinghuisen, D. (Students Gorter, B. &amp; White, M.)</td>
<td>Psychology</td>
<td>Mood &amp; Attention</td>
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<td>Moes, P.</td>
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<td>Cerebral Hemisphere Specialization in Gender and Emotional Recognition</td>
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<td>vanDijk, D. &amp; LePage, G. (Student)</td>
<td>Geology, Geography and Environmental Studies</td>
<td>Investigating Boardwalk Use &amp; Influence on Parabolic Dune in PJ Hoffmaster State Park</td>
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<td>Baldwin, T.</td>
<td>Trinity Evangelical Divinity School</td>
<td>Latina@ Undergraduate Students’ Perceptions of Their Teacher Facilitated Learning Experiences in CCCU Classrooms</td>
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<td>Sevensma, K. &amp; Wanner, Z. (Student)</td>
<td>Education</td>
<td>Artist’s Statement: What’s the Purpose</td>
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<td>12/1/2014</td>
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<td>Nursing Department Communities of Interest</td>
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<td>The role of teacher aids in Spanish immersion setting</td>
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<td>Buursma, D. &amp; Wigger, P.</td>
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<td>Sevensma, K. &amp; De Young, E.</td>
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<td>The Effect of Digitization: How Reading Comprehension Scores are Affected by Digital Assessment</td>
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<td>Buursma, D. &amp; Tan, J.T.</td>
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<td>Walton, J. &amp; Merz, L.</td>
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<td>Relationship between Knee Angles and Ground Forces in College Female Athletes During a Drop Jump Landing</td>
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**INTERIM TERM (ITC)**

**Governance Committee**  
**Chair: Debra Freeberg**

A. **Major issues addressed by the committee during the 2014–15 year**
   1. Approved courses for the approaching 2016 interim.
   2. Continued to improve the online interim registration form for the campus
   3. Obtaining Dean level budget approval for part-time instructors before committee deliberation
   4. Review processes for proposal rejections. This year the Provost’s Office served in this capacity. This will be the last year for this
   5. Further integrating Off-Campus Programs travel risk management needs into the proposal process
   6. ITC policies refined for January and May terms
      • Committee discussed the need to clarify to proposers what fees are appropriate to charge for travel/activities/supplies etc. New language will appear on future application forms
      • Committee discussed the issue of forcing students to pay for an off-campus Capstone interim course. The committee feels that the department should come up with an alternative for students who may not be able to afford to travel.
   7. Continuing to monitor DCM faculty distribution, part-time staff and budget considerations. Worked with DCM coordinator
   8. Reviewed On-campus, Off-campus and DCM proposals for the 2016 interim

B. **Actions brought before Faculty Senate**
   1. 29 approved Off-campus courses were presented April 2015
   2. 59 approved regular on-campus courses and 26 DCM courses were presented May 2015
   3. 7 additional courses for the 2016 interim course catalogue were approved by ITC between September 2014 and January 2015.

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. Review and refine processes for rejected proposals. Clearer guidelines are needed regarding selection and balancing needs of department and students of Off-campus proposals. For e.g. In fall, the committee will need to talk about the stats from prior year and share with department chairs. Small departments should know that more than three proposals each year will not necessarily be accepted.
   2. The role of the committee as it strives to preserve the “spirit” of the interim. Continued discussion of interim W classes balance with core classes and DCMs
3. Continue to work closely with Off-campus programs and the Travel Safety committee with regards to faculty-student ratios on off-campus interim courses

MULTICULTURAL AFFAIRS (MAC)
Governance Committee
Chair: Michelle Loyd-Paige

A. Major issues addressed by the committee during the 2014–15 year
1. Partners for a Racism Free Community assessment and Level 2 Credentialed Partner Status designation
2. Review of the Campus Climate Survey
3. Review and revisions of the MAC structure and mandate
4. Review of the FEN Symposium on Race
5. Creation of the yearly Diversity & Inclusion Award for the staff recognition event
6. Discussion of CCE requirements related to the new academic core models
7. Monitor compliance of all faculty, staff, and administrators with FEN-related professional development participation and reporting

B. Actions brought before Faculty Senate
1. 2014-2015 MAC State of the Campus Report, for information
2. Diversity Consultant Report from the Cultural Intelligence Center, including three main findings and seven recommendations made by the consultant, for information
3. Progress update on Theme 4 of the Strategic Plan, for information

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
1. Selection of the 2014-15 From Every Nation Teaching Excellence Award recipients, Marilyn Bierling and Elisha Marr
2. Collection of 2015 end-of-the-year divisional reports

D. Issues that will continue to be before the committee next year
1. Complete 5-year review of the FEN document and recommend revisions to Faculty Senate
2. Review results from Spring 2015 all-campus climate survey
3. Creation of a new in-depth conference or institute, in partnership with the Office for Intercultural Student Development, which will replace the FEN Symposium on Race
4. Improving retention of Faculty and Staff of Color
5. Greater support and improving retention for Students of Color
6. Full compliance of all faculty, staff, and administrators with FEN-related professional development participation and reporting
7. Continued assessment of the CCE Core Requirements
8. Monitoring of racial bias reports

OFF-CAMPUS PROGRAMS COMMITTEE (OFFC)
Governance Committee
Chair: Peter Snyder

No report submitted
**Rhetoric across the Curriculum (RAC)**

**Governance Committee**
**Cochairs: Karen Saupe and Kate van Liere**

A. Major issues addressed by the committee during the 2014–15 year
   1. Integrating ILAC (Information Literacy Across the Curriculum) with RAC goals
   2. Rhetoric in the new college-wide Core
   3. Academic integrity policies

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
   1. Worked with ILAC (Information Literacy Across the Curriculum) task force to integrate ILAC and assessment goals more fully with RAC goals. (Revised RAC guidelines for departmental programs to reflect these new integrated goals.)
   2. Communicated with ad hoc Core Revision Committee to advocate for retaining three-hour Oral and Visual Rhetoric requirement in new core proposals. (Drafted written response to committee’s proposal, which was well received by committee members; we are hopeful that this will result in the restoration of 3-hour Oral and Visual Rhetoric requirement in new Core.)
   3. Discussed the college’s Academic Integrity policies as they relate to writing and rhetoric assignments, and improving faculty compliance with the policies regarding reporting and enforcement. Assisted Jane Hendriksma in revising the language in the Student Conduct Code, proposed revised language for the Faculty Handbook, and made recommendations to EPC regarding college-wide academic integrity policies.
   4. Worked with departments to revise departmental RAC programs. (Revised programs approved by RAC and EPC: Computer Science, Biology, Economics, Political Science.)
   5. Offered faculty enrichment on “writing to learn” (Fall Faculty Conference).
   6. Promoted existing college-wide rhetoric prizes and discussed creation of new prizes.

D. Issues that will continue to be before the committee next year
   1. Help departments implement RAC program guidelines that incorporate ILAC and assessment.
   2. Ensure a strong Rhetoric component in the new Core
   3. Work with departments and non-departmental major programs (CMS, IDS) to enhance and update rhetoric programs (priority departments: Business, Education, GEO, Spanish, Math, German, Engineering.)
   4. Continue expansion, revision, and promotion of RAC website.
   5. Continue and expand new faculty enrichment opportunities in cooperation with CTLN, International Student Development.
   6. Initiate college-wide writing or rhetoric prize.

**Scholarships and Financial Aid (CSFA)**

**Governance Committee**
**Chair: Dana Hebreamd**

A. Major issues addressed by the committee during the 2014–15 year

The full committee met on Monday, October 27, 2014.

During this meeting, the committee members introduced themselves and reviewed the committee mission. Craig Heerema explained the structure of the committee and how it would be split into two sub-committees for efficiency.
Most of the work of the committee was carried out through these groups: the First Time in Any College (FTIAC) and Transfer sub-committee and the Upperclassmen subcommittee.

1. The FTIAC and Transfer sub-committee met regularly during the fall and early spring to review the academic scholarships awarded to prospective 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.

2. 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 2015-2016 academic scholarship program were also presented. The program expanded to reach a broader academic group and increase dollar amounts at most academic levels. This was particularly true for the Trustee and Presidential scholarships, which are targeted at our strongest academic applicants (see Appendix One). The Trustee scholarship was awarded to students at the time of admission rather than in late February when it has been historically awarded. This was an additional effort to keep our highest quality applicants in the enrollment pipeline.

B. Actions brought before Faculty Senate
None

C. Other actions, not involving Faculty Senate, that the committee initiated or implemented
Committee member, Stephanie Sandberg asked about AHANA students and the financial aid process impact on retention. Paul Witte noted that there is a group already exploring these type of retention issues. Todd Dornbos provided the key points under review including scholarship and financial aid as one of the highlighted sections. CSFA committee members were presented as willing to help in this project.

D. Issues that will continue to be before the committee next year
The scholarship and financial aid program for students starting in 2016 has been under a major review and modification with the help of the consulting firm, Scannell & Kurz. The new awarding model, internally named FA16, focuses on academic quality groups to distribute academic and need-based institutional aid, generally awarding more aid to stronger academic applicants. Scholarship levels will remain similar to past years, however the percentage of need met will be determined by academic quality groups and the students increased likelihood of becoming a graduate.

FA16 is being adopted as a more strategic approach to financial aid. In addition, it is helping to simplify the financial aid and awarding processes. The new model includes the elimination of the various fellow program scholarships and enhances a combined denomination and legacy award. The FA16 model also emphasizes automated awarding and eliminates the need for the FTIAC & Transfer Subcommittee. The 2015-2016 Committee on Scholarships and Financial Aid will discuss and determine its role moving forward at our annual meeting this fall.

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**Student Discipline Committee Appellate Board (SDCAB)**

**Governance Committee**
**Convener: Cindy Kok**

**Appeal Hearings 2014–2015**

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<th>Name of Student</th>
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<th>Violation and Date Appeal Granted/Denied</th>
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<td>Junior Female</td>
<td>January 16, 2015</td>
<td>• Academic Dishonesty&lt;br&gt;Appeal Denied</td>
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<tr>
<td>Freshman Male</td>
<td>March 11, 2015</td>
<td>• Violating Student Conduct Code: Sexual Misconduct&lt;br&gt;Appeal Denied</td>
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<tr>
<td>Freshman Male</td>
<td>June 16, 2015</td>
<td>Violating Student Conduct Code: Alcohol Possession Appeal Denied</td>
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**STUDENT LIFE (SLC)**

**Governance Committee**

**Chair: Linda Naranjo-Huebl**

A. Major issues addressed by the committee during the 2014–15 year

1. The committee completed the project of revising the committee's mandate and forwarded it to Governance for review. Governance asked several questions of us (through committee member Jennifer Holberg) to which we responded, after discussion. The most significant inquiry concerns the possibility of making the Media Subcommittee its own governance committee, separate from the Student Life Committee. The committee agrees that this change could benefit the media organizations. The Governance committee did not reach final decisions this year.

2. The committee received reports from Bob Crow and JB Britton regarding the sports organization guidelines and policies endorsed last year. Things seem to be going well, and the committee endorsed updated guidelines for the 2015–16 school year (involves volleyball, ultimate Frisbee, equestrians, women's rugby, men's rugby).

3. A new chartering process was put in place to address the problem of an unsustainable number of student organizations including (1) limiting the chartering period to once per semester and (2) evaluating student organizations according to a new matrix. This resulted in a modest overall reduction (compared to the average of previous years) in the number of student organizations in that several organizations combined with others of similar interests, and the number of new charters granted came down. Funding for student organizations, however, will continue to be a problem, so incentives to reduce their numbers will be ongoing.

4. The media subcommittee interviewed and selected editors for Dialogue and Chimes for the 2015–2016 school year:
   - Anna Delph – Chimes Editor-in-Chief
   - Katelyn Bosch – Chimes online editor
   - Joshua Parks – Chimes print editor
   - Jack Van Allsburg – Dialogue 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

1. The budget shortfalls in Student Senate funding resulted in a proposal to cut funding for Dialogue's print edition. The proposal was met with strong opposition from students, particularly those involved with Calvin student media, alumni, and faculty (particularly from the English, Communications, and Art departments). Discussion with interested parties and Student Life representatives was ongoing over the Spring semester, including with the Student Life Committee, which responded to the Student Life VP with recommendations. In a meeting with the Vice President of Student life and all interested parties, the Dialogue editor and advisor presented a proposal to fund the print edition of Dialogue next year while interested parties seek new funding and support (see proposal). The proposal was accepted.
2. Part of the *Dialogue* proposal includes a recommendation to reorganize the Media Subcommittee to include more representation among the community that supports the work of *Dialogue* and *Chimes* and to take a more active role in its continued support and funding. This information will be forwarded for consideration by the Governance committee in its possible restructuring of the Student Life Committee and Media Subcommittee.

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

1. See C.2. Governance committee decisions will play a major role in the work of the Student Life Committee in 2015–16. Its roles may change substantially depending on Governance recommendations, particularly as they relate to the Media Subcommittee.
2. Continuing support of faculty advisors of student organizations with clear expectations and incentives.
3. Monitoring guidelines for sports organizations and their role in student life.

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**ENVIRONMENTAL HEALTH AND SAFETY (CEHS)**

*Advisory Committee*

*Chair: John Wertz*

*No report submitted*

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**INFORMATION SERVICES COMMITTEE (ISC)**

*Advisory Committee*

*Chair: Brian Paige*

*No report submitted*

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**CALVIN CENTER FOR CHRISTIAN SCHOLARSHIP (CCCS)**

*Governor Board*

*Center Director: Susan Felch | Board Chair: Don Tellinghuisen*

**A. Major issues addressed by the board during the 2014–15 year**

This past fall (2014), the Calvin Center for Christian Scholarship (CCCS) granted funding to six Major Grant proposals for a total of $48,658:

- **Rebecca McBride** (Political Science), “Teaching for Mission in an Increasingly Globalized World,” two articles that articulate the challenges and opportunities for teaching across cultures in Calvin’s internationalized classrooms.
- **William Romanowski** (CAS), “Movies and the Religious Imagination: Belief, Values, and the Power of Perspective,” a book that focuses on film as an art form and cultural product embedded in various contexts in which movies are produced and experienced.
- **Roman Williams** (Sociology), “Picturing Faith, Studying Congregations,” a project that uses participant-produced images to build bridges of understanding and create avenues for growth and change in congregations.

In the spring (2015), the CCCS Governing Board funded seven small grant projects for a total of $18,873:
• **Pennylyn Dykstra-Pruim** (Germanic & Asian Languages & Literatures), *CQ for Community Building*, a book on developing Cultural Intelligence (CQ) within Christian communities.

• **David Fuentes** (Music) Professional recording of *A Midsummer Night’s Dream* Rock Opera, from the 2014 Calvin Theatre Company production.

• **F. Corey Roberts** (Germanic & Asian Languages & Literatures), *Expressing the Ineffable: German Pietism, the Discourse of Experience, and the Birth of Aesthetics*, a book on the role of pietism in the development of philosophic aesthetics and literary fiction.

• **Stephanie Sandberg** (Communication Arts & Sciences), *Lines: The Lived Experience of Race Reprisal*, an expansion of the 2010 production, with new interviews, scheduled for production in April 2016.


• **Sam Smartt** (Communication Arts & Sciences), *The Verge of Shining*, a documentary film featuring Calvin astronomer Larry Molnar, his students, Rehoboth Christian School, and the binary star Molnar has been tracking.

• **Eric Washington** (History), *Heralding Africa’s Redemption*, a book that examines Ethiopianism, an Afro-Protestant theology that held to the belief that God had ordained the capture and enslavement of West and West-Central Africans in order to receive the gospel of Jesus Christ, followed by their emancipation and their return to Africa to preach the gospel to Africans.

Books published in 2014–2015:


B. **Actions brought before Faculty Senate**

   None

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

   Suspension of the Working Group program

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

   None beyond the usual business
**CALVIN CENTER FOR INNOVATION IN BUSINESS (CCIB)**

**Governing Board**

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

A. **Major issues addressed by the board during the 2014–15 year**

1. The board approved the operating budget for fy 2015–16
2. The board reviewed the program goals and accomplishments for the year including the successful Symposium on Common Grace in Business
3. The board reviewed the strategic direction for the next five years
4. The board was introduced to the new program coordinator, Stephanie Boer

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. Detailed strategic plans
2. Endowment campaign
3. CCIB staffing plans
4. Succession plans

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**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 2014–15 year**

1. The Board approved the Institute’s operating budget for 2015–16.
2. The Board approved the submission of a supplemental grant proposal to Lilly Endowment, sent in Sept. 2014 and awarded in November 2014. The funds are intended to support CICW’s grant-making and preaching portal project.
3. The board approved a general approach to CICW fundraising and surplus funds in CICW accounts.
4. The board reviewed CICW programmatic accomplishments for 2014–15
   - Excellent progress on a new preaching and worship portal site.
   - A number of events and consultations hosted or sponsored by CICW: a live videostream interview with choral conductor Rev. Dr. Raymond Wise; a conference on theologies and practices of worship in the Hispanic/Latino church; a consultation on strengthening preaching practices with representatives from 20 seminaries across the US engaged in Lilly Endowment-funded preaching projects as well as several other national leaders in preaching-related work directly or indirectly funded by Lilly Endowment; and a bi-lingual worship resources consultation aimed at identifying resources needed for Spanish-English public worship gatherings.
5. Several CICW staff traveled and presented at conferences in London, UK; Stellenbosch, South Africa; Jakarta, Indonesia; Ripon, CA; and Oakland, NJ.
• CICW hosted the annual Symposium on Worship (January), an international conference attended by 1500 guests with participation by 100 presenters and panelists. Highlights from January include preaching by Pablo Jiménez and Denise Kingdom-Grier, plenary teaching times on church history as a source of wisdom for contemporary ministry and worship and gospel-shaped reconciliation, traveling art exhibit out of South Africa, numerous high school, college, and seminary students and international guests from 30+ countries.
• CICW hosted the annual colloquium (June) for grant recipients, an event which brings together project directors completing the grant year as well as the brand new recipients for three days of common learning and networking. CICW awarded 29 new Vital Worship grants for 2015.

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. 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.

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A. Major issues addressed by the board during the 2014–15 year
1. Oversaw CSR finances. Reviewed the CSR's portfolio of contract- and grant-funded projects and monitored financial status, which has become much tighter due to deep operating budget cuts. Provided guidance on CSR's shift towards fundraising and endowment generating. This included review and discussion of a promotional "sell-sheet" developed by fundraising to promote the work of CSR among potential donors.
2. The “Kent County Deliberative Poll” project received initial funding from the Dyer-Ives Foundation. Allison Rudi was hired as the project manager for the project. CSR was able to sponsor Dr. James Fishkin's talk “When the People Speak: Deliberate Democracy” for the January Series.
3. Provided feedback on major CSR projects and received updates on new and renewed projects, which included projects conducted in collaboration with over a dozen Calvin faculty members.
4. Discussed strategic directions for CSR, including how to maintain strong connections between CSR and academic departments, individual scholarship efforts among CSR staff, future finance needs and approaches, and defining CSR’s scope of work more clearly (e.g., research versus program evaluation).

B. Actions brought before Faculty Senate
None

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

D. Issues that will continue to be before the board next year
Continued oversight of CSR projects and finances; continued discussion of strategic directions.
A. Major issues addressed by the board during the 2014–2015 year
   1. Land Management Planning. The board considered the elements of a land management plan for the Ecosystem Preserve and the need to complete that plan in 2015-16.
   2. Strategic Planning. The 2009-2014 strategic plan for the Ecosystem Preserve expired in 2014, and the board urged that a new plan be developed in the near future that would take into consideration the recommendations of the preserve land management plan, the new college masterplan, the college strategic plan, and the new funding realities that the Ecosystem Preserve and Flat Iron Lake Nature Preserve are facing.
   3. Funding. Attention was given to enhancing the ways in which preserve staff can support the Development Department in enhancing the endowments for the Calvin preservers. Several efforts are underway, particularly connected with the upcoming celebration of the Ecosystem Preserve’s 30th anniversary.

B. Actions brought before Faculty Senate
   None

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

D. Issues that will continue to be before the board next year
   1. Record-keeping. In May 2013 the Governing Board authorized preserve staff to explore purchasing a software program for institutional booking and record-keeping that is specifically adapted to the types of customer relations challenges experienced by camps and nature centers. The software program selected after considerable review was recommended to CIT for examination, and CIT’s appraisal seemed positive. For a variety of reasons, however, no definitive action has yet been taken on this item by CIT.
   2. Land Management Plan. A new management plan will be considered and refined.
   3. Budget. With the move of the college away from direct budgetary support of the Ecosystem Preserve, the problem of establishing stable support for the preserve will continue to be a major concern for the Governing Board.
   4. Strategic planning. A proposal for creating a new strategic plan for the Ecosystem Preserve will be considered and planning begun.
   5. Organizational documents. The constitution and bylaws of the Ecosystem Preserve and its Governing Board will be updated.

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Kuyers Institute (KIGB)

A. Major issues addressed by the board during the 2014–15 year
   1. Administrative
      • Institute staffing has undergone considerable turnover from spring 2014 to the current year. One staff member left to work full time in the Provost’s Office and his position has not been filled. One part-time staff member is now responsible for administrative tasks for the Institute.
      • To offset the loss of administrative staff, the Institute has included financial support for administrative work in ongoing research grants supported by the Institute, and some of this work is more distributed. Research assistants funded through grants have provided additional administrative support as necessary. While the
short-term solution is viable, future staffing needs remain under review. Conversation has taken place with advancement about seeking to increase the Institute’s endowment back to a level that will support former staffing levels.

2. Publications
   • In Spring 2015, the *International Journal of Christianity and Education* launched under Calvin College’s ownership with oversight provided by the Kuyers Institute and Graduate Studies in Education at Calvin. The SAGE Publication is the result of a merge between *Journal of Education and Christian Belief* (UK/USA), of which David Smith became Senior Editor in 2008, and *the Journal of Christian Education* (Australia). It has editors at Calvin and at Baylor University and in Canada, the United Kingdom, the Netherlands, Singapore, and Australia. The journal joins SAGE Publication’s extensive collection of scholarly journals and will publish work on education at all levels and across the range of relevant disciplines and varieties of research. [ijce.sagepub.com/](https://ijce.sagepub.com/)
   • *Teaching and Christian Imagination*. A book entitled *Teaching and Christian Imagination* will be published by Eerdmans in December 2015; the multi-year interdisciplinary project that led to this book as funded by the Kuyers Institute and brought to completion in 2014-15.

3. Scholarship and Faculty Projects
   • *Educational Technology & Human Flourishing Grant*. The Institute launched the first 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 first year focused on data gathering including surveying teachers and students, observing classrooms, conducting focus groups and gathering nearly 20,000 digital files and documents from the past 10 years. The research outcomes will eventually include presentations, publications, and a book on technology in Christian P–12 education. 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. This project will offset some Kuyers Institute staffing costs until 2016–2017.
   • *Faith and Science Teaching (FAST) Project*. The Institute in collaboration with The Colossian Forum secured funding 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 total $329,989. This year, 12 science and religion/Bible teachers from Christian schools around North America received intensive professional development, interacted with experts in science and religion, and developed and tested a first round of teaching resources. Development of further material continues. The resulting online resource will be published in 2016.
   • Several small faculty grants were awarded, including for work led by James Rooks to research the perceived needs of Bible teachers in Christian schools and work by Pennylyn Dykstra-Pruim on intercultural learning.

4. Programs
   • The Institute continues to promote [www.whatiflearning.com](http://www.whatiflearning.com), an online resource giving Christian P–12 teachers a practical process for reconsidering their teaching strategies in the light of a Christian framework. This year saw the publication of the first results from a British empirical study examining how teachers are using the resource, and the Church of England Education Office has received a grant from the UK government of £124,820 to pilot the resource in teacher professional development in up to 20 schools across 4 dioceses in the UK. There is also interest in the project from Indonesia and Nicaragua.
   • Due to retirement, Bruce Hekman has stepped down from overseeing the Institute’s International Christian Schooling Initiative, which is now being managed as part of overall Kuyers Institute programming.

5. Events and Workshops
   • *The Kuyers Conference*. Preparations have been underway for the sixth biennial Kuyers Institute Scholarly Conference on teaching and learning will be held on October 1-3. The theme of the conference is *Faith and Teaching: Virtue, Practice, Imagination*. The Institute Director also represented the Institute’s work at a variety of other events nationally and internationally.
A. Major issues addressed by the Institute during the 2014–15 year
   1. Financial oversight of the Paul Henry Institute budget, and planning for reduced endowment income draw in upcoming years.
   2. Scheduled and coordinated speakers for the annual Pruis Rule of Law Lecture and the annual Paul B. Henry Lecture.
   3. Facilitated book publications on religious freedom, faith-based organizations, religion and institutions, among other topics, and worked on a renewal grant from Bradley Foundation for research project relating to religion and education policy.
   4. Rolled out a completely redesigned, user-responsive website.
   5. Awarded 7 scholarships to Calvin students participating in the Semester in Washington D.C. during the spring semester, using funding received from the Kunnen grant and donations from Karen Henry Stokes and Corwin Smidt.
   6. Sponsorship of the biennial Symposium on Religion and Public Life in the spring of 2015, including 125 participants, 62 paper presentations, and three roundtable discussions.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
   2. Appointed two student researchers in the Henry Institute as a student research assistant during the 2014–15 academic year.
   3. The Institute provided support for McGregor Research projects including four Calvin students during the summer of 2014.

D. Issues that will continue to be before the board next year
   1. Financial oversight of the Henry Institute, Civic Education, Rule of Law and Bradley fund budgets
   2. Continued efforts to develop external revenue sources to complement endowment funding and existing external grant resources.
   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. The “Faith and Citizenship Initiative” will be kicked off, which will include interdepartmental and interdisciplinary projects and involvement and be spearheaded by Kevin den Dulk.
H. Henry Meeter Center for Calvin Studies (MEET)

Governing Board
Center Director: Karin Maag | Board Chair: Richard Muller

A. Major issues addressed by the board during the 2014–15 year
The Center is working together with the Advancement offices in the college and seminary to raise an endowment for the Meeter Center's work. The governing board has been receiving regular reports on the process and is making suggestions to help the project come to fruition. The governing board also carried out its regular work of selecting visiting scholars and overseeing the Center's operations.

B. Actions brought before Senate
None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
Due to the retirement/resignations of several Meeter Center governing board members, the governing board is working with the college and the seminary to recruit new members who have an interest in the Center and its work. The governing board also oversaw the process of application to the National Endowment for the Humanities for another major grant for a summer institute to be held at the Meeter Center in the summer of 2016 – news on whether or not the application was successful will come in August 2015.

D. Issues that will continue to be before the board next year
These issues include endowment fund-raising and preparations for the celebration of the 500th anniversary of the Reformation in 2017.

Mellema Program in Western American Studies (MPGB)

Governing Board
Program Director: Will Katerberg | Board Chair: Benita Fredlund

A. Major issues addressed by the board during the 2014–15 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 a travel-research grant for Sam Smartt (CAS), with Larry Molnar (Physics), Jason Smolinski (Physics), and Matt Walhout (Physics, Dean for Research and Scholarship) in supporting roles, entitled: “Modern Astronomy meets Navajo Cosmology: Storyline development for a documentary film on research and discovery at the Calvin-Rehoboth observatory.” The grant includes funds for a McGregor Student Research Fellowship.
2. The governing board approved a travel-research grant Ralph Stearley (Geology) also has approached the Mellema Fund for additional monies which will assist in an ongoing project on fish fossils in the American West.

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 2015–2016 academic year.
A. Major issues addressed by the board during the 2014–15 year

1. During April 2015, an updated proposal was sent to the John Templeton Foundation requesting a $1,998,609 grant for over two years. It includes two request-for-proposals (RFP) research grant programs, in theology and the social sciences, for African scholars, with the added dimensions of a research and writing workshop, library collection development, a public conference, and publications. Templeton will decide in June 2015; program rollout would begin immediately thereafter.

2. Gospel and Culture Faculty Seminars for the Council for Christian Colleges and Universities. The Nagel Institute’s sixth seminar, to be conducted in India June 2015, will be on the topic of the social, economic and political dynamics of Christian conversion. Seminar leaders and resource people, are Rebecca Samuel Shah and Timothy Samuel Shah, both of the Berkley Center for Religion, Peace and World Affairs at Georgetown University, Robert D. Woodberry of the National University of Singapore; and Vinay K. Samuel of the Oxford Centre for Religion and Public Life.

3. Brazil 2013 book update. Eric Miller won a CCCU grant for travel and meeting expense to hold intensive writers workshop in August for the purpose of drafting book chapters. $6,000 funds remain in the account for possible subvention and book publication fees

4. South Africa 2013 “Between the Shadow and Light” traveling art exhibit continues to travel the United States at various venues.

5. Prophet’s Chamber—for visiting scholars in theology, in collaboration with the Langham Partnership: we have three scholars lined up from June – December:

6. August 1 – August 14: Leonid Mikhovich, Minsk Theological Seminar, Republic of Belarus
   • August 15 – September 15: Elie & Mireille Hadad, Arab Baptist Theological Seminary, Lebanon
   • September 15 – December 15: William Mbuluku, Bangui Evangelical School of Theology, Central African Republic (now evacuated to Yaounde, Cameroon)

7. Nagel Fellowships were selected in December, 2014.
   • “Faith-Based Institutions and their Attitudes toward Human Trafficking in Ghana.” Professor Stephanie Sandberg will carry out research on human trafficking in Ghana and write a documentary drama on the topic that her students (in Ghana and Grand Rapids) will perform.
   • “Longing, Learning, and Leaning toward Hope.” During Interim 2016, Professors Van Reeuwyk and Buursma will engage thirty-five Calvin students with Indonesian community and arts leaders from diverse traditions in an arts-based dialogue and inquiry where they will create new works of art that will be exhibited in the Center Art Gallery at Calvin.

8. Lectures/Events: six on-campus, public lectures were offered under Nagel auspices.

9. Other publishing ventures
   • Baylor University Press monograph series: This monograph series continues to publish one title per year: soon to appear is the third book, a history of the “Orthodox Baptist” movement in the Republic of Georgia, by Bishop Songulashivili.
   • Christian Higher Education dedicated issue: Mwenda Ntarangwi and Joel Carpenter were guest editors of a special issue [14:1–2 (2015)] of the journal, Christian Higher Education. “Global Challenges, Local Practices.”

B. Actions brought before Faculty Senate

None
C. Other actions, not involving Faculty Senate, that the board initiated or implemented
   1. The Nagel Institute continued strategic planning work, especially the need eventually to appoint a successor to the founding director. The board will complete its study of this matter and make a recommendation regarding the job description and the appropriate process for the search.
   2. Director Joel Carpenter continues to explore new possibilities for funded projects.
   3. Approval of a new position – In order to accomplish the specialized work of grant-funded projects, the board approved a partial load professional-level position, called “associate director for research.” That position would be filled, we presume, if and when externally funded projects required the Institute’s hiring a project director.

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 2015–2016.
   2. Future project and funding opportunities.
   3. Planning for succession of directors.

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SPOELOHOF INSTITUTE (SIGB)
GOVERNING BOARD
INSTITUTE DIRECTOR: GLENN TRIEZEENBERG | BOARD CHAIR: BOB EAMES

A. Major issues addressed by the board during the 2014–15 year
   1. The institute board approved partial funding for two Career Development staff salaries for 2015/2016.
   2. The institute funded two faculty externship summer grants and two student internship summer grants in 2014 to encourage recruitment of internship sites for History, Economics and Allied Health majors.
   3. The institute director approved a faculty externship for the Spanish department to expand their internship options for summer 2015.
   4. The career staff sent a proposal to the provost office for an internship course consolidation proposal to maximize faculty talent and internship teaching efficiency.
   5. The career staff sent a proposal for a Four Year Career Plan the Vice President for Student Life to encourage students from all majors to utilize career development programs.
   6. The institute will use funds from a $150,000, three-year grant from the John and Judy Spoelhof Family to support career development programs as well as any shortfalls in endowment proceeds.

B. Actions brought before Faculty Senate
   None

C. Other actions, not involving Faculty Senate, that the board initiated or implemented
   2. 85% of 2014 graduates completed an internship or practicum while at Calvin.

D. Issues that will continue to be before the board next year
   1. Possible implementation of Four Year Career Plan initiative.
   2. Monitor internship and faculty externship outcome goals.
   3. Continue to promote interdisciplinary internship and experiential learning pedagogy across departments that offer for-credit internship courses.
   4. Match available endowment funding and program costs to insure institute sustainability, and recognize funding and staff resource limitations.
Van Lunen Center (VLGB)

Governance Board
Center Director: James Marsh | Board Chair: Gord VanderBrug

No report submitted