



## **The New American Colleges and Universities**

### **By-Laws**

#### **I. Organization and Location**

The New American Colleges and Universities will have its official base at Valparaiso University, Valparaiso, Indiana 46383, which acts as its 501(C.3) sponsor.

#### **II. Mission and Vision**

The New American Colleges and Universities (NAC&U) supports its member institutions in their individual and collective promotion and achievement of best practices of liberal education, including the purposeful and innovative integration of the liberal arts and sciences, professional studies, and civic engagement, in undergraduate and graduate education.

NAC&U colleges and universities will be recognized, individually and collectively, as leading national models of liberal education, particularly their purposeful and innovative integration of liberal arts and sciences, professional studies, and civic engagement in undergraduate and graduate education.

#### **III. Board of Directors**

The Board of Directors, comprising the presidents of each member institution and the chairs of the Councils of Institutional Representatives (IREPs), Chief Financial Officers (CFOs), and Senior Student Affairs Officers (SSAOs), approves and implements policy and programs related to the mission, governance, fiscal health, membership, reputation and planning of the New American Colleges and Universities; sets the annual budget; and selects and evaluates the Executive Director. The Board of Directors meets twice annually, usually in conjunction with a national meeting and at the annual Summer Institute. The Chair and Vice Chair of the Board of Directors shall be elected from among the presidents of each member institution. Their term of office shall be two years, commencing on July 1 following their election.

The Board of Directors shall conduct a biennial performance review of the Executive Director. The Board shall consult the institutional representatives, minimally, as part of the review. Upon completion of the review, the results shall be distributed to the presidents and institutional representatives in a timely manner. Said review shall take place in the summer and be completed in no longer than eight weeks.

An Executive Committee of the Board, comprising five Presidents: the Chair, Vice Chair, past Chair of the Board of Directors, Chair of the Membership Committee, and one additional elected President; the Chairs of the Institutional Representatives, Chief Financial Officers, and Senior Student Affairs Officers Councils; and the Executive Director, is responsible for the ongoing coordination of NAC&U and may act on behalf

of the Board of Directors when deemed necessary by the Chair of the Board of Directors. The Chair of the Board of Directors shall serve as the Chair of the Executive Committee. The Executive Committee will meet at the annual NAC&U Summer Institute and other times as needed. The term of office of members of the Executive Committee shall be two years, commencing on July 1 following their election.

IV. Council of Institutional Representatives

The Council, comprising provosts or chief academic officers of each member institution, and the Chair and Vice Chair of the Senior Student Affairs Officers, approves and implements policy related to the promotion of best practices in liberal education, including the purposeful and innovative integration of the liberal arts and sciences, professional studies, and civic engagement, both curricular and co-curricular, and plans and oversees related initiatives, e.g., best practice dissemination, professional development programs, off-campus study initiatives, and proposals for new collaboration. The Council shall meet twice annually, in January and June, and shall elect a Chair and Vice Chair at its January meeting. The Chair and Vice Chair shall be elected from among the provosts or chief academic officers of member institutions. Those elected in January shall assume office the following July 1.

The IREP Executive Committee comprises three Provosts or Chief Academic Officers: the Chair, Vice Chair, and past Chair of the Council; the Chair of the SSAO Council; and the Executive Director. The Chair of the Council shall serve as the Chair of the Executive Committee. The Executive Committee is responsible for the ongoing coordination of the Council, and may act on its behalf when deemed necessary by the Chair

V. Member Institution Representation

Each member institution shall have a single representative on both the NAC&U Board of Directors and the Council of Institutional Representatives and on additional affinity groups formed, e.g., Fiscal, Student Affairs, Development, etc.

VI. Committees

In addition to the Executive Committees of the Board of Directors and the Council of Institutional Representatives, NAC&U will have one standing committee, the Membership Committee. The Membership Committee comprises two presidents appointed by the Chair of the Board of Directors (one of whom will serve as Chair of the Committee) and two provosts appointed by the Chair of the Council of Institutional Representatives.

The Board of Directors, the Council of Institutional Representatives, and other affinity groups may create ad-hoc committees and task forces, separately or in concert. Whenever new projects are undertaken, a steering committee shall be formed to assist in writing the proposal(s) for funding and to lead such an effort. No project requiring financial support above and beyond the annual NAC&U budget, in order for it to be completed successfully, may be undertaken before such funding is in place. The steering committee for any project shall consist primarily of members from one or more affinity groups who have expressed an interest in promoting said project. Each NAC&U project, whether ongoing or new, shall be initiated by, and assigned to, one or more affinity groups for oversight. The Executive Director shall assist in all of these endeavors.

VII. Executive Director

The NAC&U Board of Directors shall select an Executive Director of the New American Colleges and Universities, typically a person from a member institution, following a

national search and polling of member institutions. The Executive Director shall be responsible for NAC&U 's day-to-day operation in coordination with the Board of Directors. The Executive Director will initiate projects and activities for consideration by the Board of Directors and by the Institutional Representatives, engage in fund raising for NAC&U , and act as a liaison between NAC&U and other professional higher education associations. The Executive Director will be an ex-officio member of NAC&U committees.

#### VIII. Membership

Institutions that meet NAC&U institutional membership criteria; commit to active executive, administrative and faculty participation in the consortium; and agree to the annual payment of dues may be invited to become members of the New American Colleges and Universities. If a member decides to withdraw from the consortium, it must provide one year's notice, including the payment of dues, to the Board of Directors.

##### Membership Process:

- Institutional membership is by invitation following the affirmative vote of two-thirds of the Board of Directors.
- To be considered for membership, an institution must have, among other characteristics, a mission and institutional profile that are consistent with NAC&U membership criteria.
- The Membership Committee, comprising two presidents (one of whom will serve as Chair of the Committee) and two provosts, will oversee the membership process and initiate consideration of new institutional members.
- Members of the Membership Committee, along with the Executive Director of the consortium, shall be responsible for gathering information regarding the extent to which a potential new member institution meets NAC&U membership criteria. Visits to potential member institutions may be advisable. The visit team should include the Executive Director, a member of the Membership Committee, and a President of a member institution in close proximity to the potential member.
- The Board of Directors, upon receiving a favorable recommendation from the Membership Committee, will make a decision whether an institution is to be invited to become a member.
- The Board of Directors will act on the recommendation of the Membership Committee within 30 days of receiving its recommendation. Voting may be by mail, ballot, telephone, or electronic medium or at a Board of Directors meeting.
- After an affirmative vote by the Board of Directors, a letter from the Executive Director or Chair of the Board of Directors extending an invitation to join NAC&U will be sent to the President of the institution.

##### Membership Criteria:

- Independent or privately controlled – both church-related and unaffiliated
- Small to mid-size - approximately 2,000 – 7,500 students
- Financial stability - possesses resources sufficient to support its mission, has a diverse student body and offers high quality programs

- Liberal arts core mission – offers a general education program consistent with the values of liberal education and required of all students
- Comprehensive – offers undergraduate, graduate and adult-learner programs and liberal arts and professional study opportunities
- Best Practices – committed to promoting innovative, best practices of liberal education, including the purposeful and innovative integration of the liberal arts and sciences, professional studies, and civic engagement, academic and student life, campus and community, undergraduate and graduate
- Diverse students – age, cultural and ethnic pluralism, commuter as well as residential students with undergraduate programs serving primarily traditional-age residential students
- Teacher-scholar faculty professional model – primary commitment to teaching; flexible scholarly and service model
- Engaged students - A significant percentage of students engaged in community based learning, undergraduate research, or others forms of experiential learning as appropriate to the academic goals of the institution
- Demonstrable outcomes - Demonstrated commitment to high levels of student success and student learning, as evidenced by a variety of output and process indicators
- Recognized quality - Recognized by peers for academic quality

IX. Procedures

NAC&U meetings will have an informal, collegial style within a parliamentary framework of Robert’s Rules of Order. Official meetings of the Board of Directors and the Council of Institutional Representatives require prior announcement to its membership of at least 30 days and the presence of a quorum (50 percent of the membership at the beginning of the meeting).

X. Amendments

These By-Laws may be amended upon the recommendation of the NAC&U Executive Committee and approval by 60 percent of the Board of Directors. Voting may be by mail, ballot, telephone, or electronic medium or at a NAC&U Board of Directors meeting.