

**VCU SCHOOL OF THE ARTS IN QATAR (VCUarts Qatar)  
ORGANIZATION, ADMINISTRATION, AND GOVERNANCE**

**PREAMBLE**

The Virginia Commonwealth University School of the Arts in Qatar (VCUarts Qatar) governance structure is developed to support an educational entity focused upon art and design education and training, located in Doha, Qatar, and operating in partnership with the Qatar Foundation for Education, Science and Community Development / Hamad Bin Khalifa University (QF/HBKU). The autonomy of each individual department, program, and administrative unit and the obligations placed upon VCUarts Qatar by its location in Qatar and its partnership with the Qatar Foundation are central to VCUarts Qatar's governance structure.

VCUarts Qatar supports multiple functions, as a department within the Virginia Commonwealth University (VCU) School of the Arts, as a unit within VCU, and as a branch campus within QF/HBKU in Education City.

Consistent with the concept of the individual as the key component, the responsibilities and duties of the office of the Dean, the department chairs, the program directors, other administrators, and individual faculty members are defined by this governance structure. A formal system of standing committees provides representation to the faculty in each department, program, and administrative unit in the decision-making and policy-formulation processes of VCUarts Qatar.

**ARTICLE I: PURPOSE**

The purpose is to establish an orderly instrument that ensures members of VCUarts Qatar (1) that they have the right to express their concerns and participate in all matters vital to the welfare of VCUarts Qatar and their respective departments, programs, and administrative units, and (2) that there is an orderly democratic process for formulating mission, vision, values, policy, and procedures.

**ARTICLE II: MEMBERSHIP**

**Section 1: VCUarts Qatar Membership**

Membership to the VCUarts Qatar faculty consists of all personnel who hold faculty rank. All VCUarts Qatar faculty members have the right to discuss all matters that come before meetings of the VCUarts Qatar faculty. Voting membership is limited to full-time faculty.

**Section 2: Departmental, Program, and Administrative Unit Membership**

Membership to each department/program/administrative unit is limited to individuals holding faculty rank in and assigned to a particular department/program/administrative unit. Voting members of a department/program/administrative unit are those faculty who are full-time faculty holding rank.

**ARTICLE III: STANDING COMMITTEES**

**Section 1: Introduction**

Standing committees within VCUarts Qatar meet on a regular basis and function at the school, departmental, and program levels. The committee structure ensures that all faculty are involved in academic governance and decision-making. Through standing committees and ad hoc committees, faculty exercise their responsibility to make recommendations on matters relative to academic and administrative policy. In addition to the roles specified for the committee, each committee may initiate

action on any matter of concern within its purview. Ad hoc committees are constituted to address specific issues.

Appropriate minutes and records are kept for all school-level committee meetings. With the exception of Promotion Committee minutes, all minutes are available to faculty. At the close of the academic year, each committee compiles a summary report of the year's proceedings for the Dean. These reports are made available by the committee chairs to the faculty on the VCUarts Qatar intranet.

At the VCUarts Qatar faculty meeting at the beginning of the academic year, the Dean summarizes the annual reports of school-level committees and reports on the disposition of any recommendations made by committees.

## **Section 2: VCUarts Qatar Standing Committees**

### **Principal Standing Committees**

The principal standing committees within VCUarts Qatar are the Administrative Advisory Committee (AAC) and the Faculty Advisory Committee (FAC). These committees review policies and procedures and provide recommendations to the Dean, who is responsible for implementation. Committee members will be appointed and/or elected no later than 30 days after the beginning of the academic year.

#### **Administrative Advisory Committee**

This Committee is responsible for meeting regularly to ensure communication among departments, programs, other administrative units, and administration, conducting official business, advising on administrative policy matters, and enabling efficient operation of VCUarts Qatar. Chaired by the Dean, the committee represents all areas of VCUarts Qatar and is composed of department chairs, program directors, administrative unit heads, and the Dean's administrative staff.

#### **Faculty Advisory Committee**

The Faculty Advisory Committee is responsible for meeting regularly and advising the Dean on all matters related to faculty status, faculty issues, and interdepartmental concerns. The committee is composed of one full-time faculty member elected from each of the academic departments and the Library; and one at-large member elected from the other administrative units. Committee members serve staggered two-year terms. The committee chair is elected by and from the committee.

### **Other Standing Committees**

Other standing committees include: Art Foundation Program Advisory Committee; Career Development; Commencement; Faculty Awards, Faculty Research Grants; Fashion Show; Gallery; Faculty and Staff Life; International Design Conference – Tasmeem Doha; Technology Advisory; Outreach; Research Development; Teaching & Learning.

#### **Art Foundation Program Advisory Committee**

The Art Foundation Program Advisory Committee provides a valuable link between the Art Foundation program and the majors offered at VCUarts Qatar. Following a collaborative model, the Committee advises, assists and supports program improvements based on the skills required of sophomore students entering BFA major departments. The committee might suggest ways to modify the curriculum with the goal of contributing to program development and renewal. The committee is composed of the Director and faculty of ARTF program, and the Chair or Director of each BFA program. The committee meets twice a year, mid-term during the fall semester and in the spring semester after the ARTF portfolio interview process for students to enter the majors.

### **Faculty Awards Committee**

This committee is responsible for soliciting and reviewing nominations for the VCUarts Qatar Faculty Awards Program. The committee makes award recommendations to the Dean. This program honors VCUarts Qatar faculty members who have distinguished themselves in the areas of teaching, research, and service. This committee is composed of one full-time faculty member elected from all academic departments including the Library; and a non-voting representative from the Dean's office who will be appointed by the Dean and serve as Chair.

### **Faculty Research Grants Committee**

This committee is responsible for encouraging faculty to participate in scholarship and research by soliciting and reviewing project proposals. It is responsible for advising the Dean on proposals that should be funded by VCUarts Qatar. A SIMPLE majority vote in support of a proposal from the members of the committee is required in order to earn a recommendation from the committee, which will be forwarded to the Dean for approval. The members of the committee are appointed by the Dean. This committee is composed of one full-time faculty member elected from each of the academic departments including the Library; and a non-voting representative from the Dean's office who will be appointed by the Dean. The chair is a faculty member elected by and from the membership.

### **Gallery**

This working committee is responsible for advising on matters related to the mission, the function and the programs of the Gallery at VCUarts Qatar and Crossing Boundaries Lectures Series. The committee is composed of faculty members appointed by the Dean. The committee chair is the Manager of Exhibitions and Lectures. The Associate Dean for Academic Affairs serves as an ex-officio member and provides advice for the committee. The committee members would have a two-year appointment with half the committee rotating in each year.

The purposes of the Gallery Committee meetings are to:

1. Facilitate communications and understanding between departments and the Gallery at VCUarts Qatar
2. Review all submissions, propose and recommend exhibitions and lectures to allow the Gallery at VCUarts Qatar to accomplish its mission
3. Serve as representative of the Gallery at VCUarts Qatar for their departments and students and maintain communication with them about the related activities.

### **Faculty and Staff Life Committee**

This committee is responsible for advising on matters related to faculty and staff life, housing and related benefits. The members of the committee are appointed by the Dean. The chair is elected by and from the membership. A member of the Human Resources staff will serve as an ex-officio member of this committee.

### **International Art and Design Conference – Tasmeeem Doha Committee**

This committee is responsible for advising on matters related to the mission and goals of the conference. This is a working committee that requires all members to assume responsibility for various aspects of the planning and hosting of the conference. The committee is comprised of faculty members appointed by the Dean. The committee chair is appointed by the Dean. The Events Manager serves as an ex-officio member of the committee.

### **Technology Advisory Committee**

This committee is responsible for advising on matters related to planning and implementing a program assuring the students, faculty, and staff access to new technologies that affect art and design, communication, and audio-visual instructional support. This committee is composed of one appointed representative from each of the academic departments including the Library, and one from among the administrative departments. A member of the Technology department also serves on the committee with ex-officio status. Additional members may be appointed by the Dean.

### **Teaching & Learning Committee**

This committee is responsible for developing a culture of engagement in the teaching profession at VCUarts Qatar and in helping faculty reflect on and improve their teaching practice. The role of this committee is to support professional development and planning for teaching, learning, assessment and using new technologies effectively within the teaching and learning environment. The committee will have membership from all academic departments including the Library and are appointed by the Dean; and one member from the IT department. The committee chair is a faculty member elected by and from the membership. The committee members would have a two-year appointment with half the committee rotating in each year.

### **Research Development Committee**

This committee is responsible for advising on matters related to VCUarts Qatar's obligation to contribute to scholarship and research in the region. The committee is also responsible for planning and staging activities that will foster ongoing student and faculty involvement in scholarship and research that has the potential to make meaningful contributions to the field. The members of the committee are appointed by the Dean. The chair is elected by and from the membership.

### **Staff Advisory Committee**

Establishment of Staff Advisory Council as a Principle Standing Committee to serve, support, and represent the diverse staff of Virginia Commonwealth University School of the Arts in Qatar (VCUarts Qatar). The Staff Advisory Council shall not represent the employees of VCUarts Qatar as a collective bargaining unit and/or union.

Purpose and function:

1. To provide an organized process for the staff of VCUarts Qatar to address their concerns through discussion and to provide written recommendations to the Dean of the school.
2. To provide an organized process for the staff of VCUarts Qatar to contribute their voice to the development of staff-related policies, decisions and procedures.
3. To provide an organized process for the staff of VCUarts Qatar to contribute their voice to the mission, vision, and values of the school.

**Staff Advisory Representation and Inclusion:** Members of staff to be included for representation on the council include those on the following contracts: locally hired full-time and part-time employees and locally hired hourly employees.

The Associate Dean for Administrative Affairs of VCUarts Qatar will appoint 8 staff members, from different departments, to form the Staff Advisory Council. Council members will serve a 2-year term\*. The council will self-elect a chair and a secretary. Council members will be responsible for receiving concerns from staff members in their respective departments and, as appropriate, communicating business of the council back to the staff members of their respective departments.

**Council Meetings:** The Staff Advisory Council will be required to meet on a regular basis during the fall and spring semesters. Ad hoc committees may be constituted to address specific issues.

Minutes will be recorded and posted to the VCUarts Qatar intranet. Matters of a confidential nature should be identified by the chair prior to the start of the meeting so the secretary can record those discussion items separately. Confidential minutes should be retained by the secretary but, with the Dean's approval, may be exempt from posting on the VCUarts Qatar intranet.

The council is required to communicate committee activity and outcomes to all VCUarts Qatar staff. At the end of the spring semester, the council is also required to submit a summary report of the year's proceedings for the Dean. These reports will be posted to the VCUarts Qatar intranet.

**Charge:** The Staff Advisory Council is responsible for meeting regularly and advising the Dean on all matters related to the status, issues, and concerns of the staff of VCUarts Qatar. The council is composed of eight staff members appointed by the Associate Dean for Administrative Affairs. Committee members serve two-year terms.\* The committee chair and secretary are elected by the council.

*\* In order to implement a staggered service term, half of the council's first members will serve a one-year term only. The Council may self-select for the first one-year and two-year members.*

## **ARTICLE IV: FACULTY MEETINGS**

### **Section 1: Introduction**

Meetings of the faculty are held at both the school and departmental/program/ administrative unit levels. The established school and departmental/program/administrative unit committee structure ensures faculty representation as well as organizational and administrative continuity.

### **Section 2: Faculty Meetings**

At the school level, the Dean calls and chairs meetings for the entire faculty at least once a semester during the academic year. The purposes of the school faculty meetings are to:

1. facilitate communications and understanding and to allow for the expression of concerns and opinions about matters vital to the mission of VCUarts Qatar and the University,
2. review and recommend action on VCUarts Qatar policies and procedures,
3. hear reports from VCUarts Qatar Standing Committees

### **Section 3: Department/Program Faculty Meetings**

At the departmental/program level, meetings are held at least on a monthly basis during the academic year and are called and chaired by the department chair or program director. Departmental and program faculty meetings provide opportunities for faculty participation and representation in various aspects of departmental/program governance. These guidelines apply to the following departments/programs/administrative units at VCUarts Qatar: Graphic Design, Interior Design, Fashion Design, Art Foundation, and Liberal Arts and Sciences, Painting and Printmaking, and the Graduate Program. Some of the specific purposes of these meetings are to:

1. provide a forum for review of VCUarts Qatar and University policies, procedures, and concerns which may have an impact upon the department/program,
2. develop and approve departmental/program philosophy,
3. make recommendations to the chair/director on matters concerning development of departmental/program policies and procedures,
4. review and recommend departmental/program curricula and course offerings,
5. confer with the chair/director on issues related to faculty scheduling, space utilization, facilities and resources,
6. elect representatives to VCUarts Qatar and departmental/program committees, and
7. establish a departmental/program committee structure that ensures faculty representation as well as organizational and administrative continuity. The matter of

departmental/program committee composition and structure rests with individual departments/programs. Committee chairs are responsible for reporting to their department/program faculty the disposition of recommendations made by their committees.

#### **Section 4: Administrative Unit Faculty Meetings**

Faculty meetings in administrative units provide opportunities for faculty participation and representation in various aspects of administrative unit governance. Some of the specific purposes of these meetings are to:

1. provide a forum for review of VCUarts Qatar and University policies, procedures, and concerns which may have an impact upon the administrative unit,
2. develop and approve administrative unit philosophy,
3. make recommendations to the head of the administrative unit on matters concerning development of administrative unit policies and procedures,
4. confer with the head of the administrative unit on issues related to faculty scheduling, space utilization, facilities and resources,
5. elect representatives to VCUarts Qatar and administrative unit committees, and
6. establish an administrative unit committee structure that ensures faculty representation as well as organizational and administrative continuity. The matter of administrative unit committee composition and structure rests with individual administrative units. Committee chairs are responsible for reporting to their administrative unit faculty the disposition of recommendations made by their committees.

#### **ARTICLE V: RESPONSIBILITIES OF FACULTY**

The specific responsibilities of individual faculty members vary according to departmental/program/administrative unit objectives and needs. The general responsibilities of faculty members are to:

1. remain current in one's field through continuing professional growth,
2. participate, through appointment or election, in department/program/administrative unit or VCUarts Qatar committees,
3. assess the overall performance of peers as appropriate,
4. assess the overall performance of Deans, directors, chairs, and administrative staff, as appropriate, and
5. apply knowledge and skill in one's discipline in service to the department/program/administrative unit, school, University, local community and regional, national, and/or international professional organizations.

In addition, the general responsibilities of teaching/research faculty members are to:

1. teach a full credit load of classes, unless assigned otherwise by the chair/director with the approval of the Dean,
2. contribute to the total instructional process, including innovations and curriculum
3. development,
4. conduct research of a scholarly and/or creative nature,
5. contribute to one's field through activities such as, but not limited to, exhibitions, performances, lectures, publications, and consultantships, and
6. serve students as an academic advisor.

## **ARTICLE VI: RESPONSIBILITIES OF DEPARTMENT CHAIRS**

VCUarts Qatar's department chairs are responsible to the Dean and the departmental faculty for the organization and administration of their departments. The pattern of organization and administration varies among departments. Within this framework, responsibilities of department chairs are to:

1. serve as an advocate to the Dean and others on behalf of the department,
2. articulate VCUarts Qatar and University policy to faculty, students, and staff,
3. serve with other chairs, program directors, and heads of administrative units as an advisor to the Dean in the formulation and maintenance of VCUarts Qatar and University philosophy and policy,
4. serve as representative on the Administrative Advisory Committee for the departmental constituency,
5. chair faculty meetings to develop philosophy, policy, and implementation of departmental programs,
6. make day-to-day administrative, academic, and managerial decisions,
7. render long-term administrative, academic, and managerial decisions in keeping with VCUarts Qatar and University policies in consultation with faculty,
8. appoint representatives to VCUarts Qatar and departmental committees as appropriate,
9. assign and manage space, budgets, records and other resources,
10. assign and assess faculty teaching and service, and encourage faculty research and professional growth,
11. recruit faculty positions,
12. maintain communication with students, faculty, and committees,
13. maintain, in concert with faculty, the departmental image and posture,
14. take reasonable measures to safeguard the department's facilities, equipment, and resources, and
15. fulfill teaching responsibilities subsequent to consultation with the Dean.

## **ARTICLE VII: RESPONSIBILITIES OF PROGRAM DIRECTORS**

VCUarts Qatar's program directors are responsible to the Dean for the organization and the administration of their programs. The pattern of organization and administration varies among programs. Responsibilities of directors are to:

1. serve as an advocate to the Dean and others on behalf of the program,
2. articulate VCUarts Qatar University policy to faculty, students, and staff,
3. serve with department chairs, other directors, and heads of administrative units as an advisor to the Dean in the formulation and maintenance of VCUarts Qatar and University philosophy and policy,
4. serve as the representative on the Administrative Advisory Committee for the program
5. consult with the faculty in the development of the philosophy, policy, and implementation of programs,
6. make day-to-day administrative, academic, and managerial decisions,
7. render long-term administrative, academic, and managerial decisions in keeping with VCUarts Qatar and University policies in consultation with faculty,
8. appoint representatives to VCUarts Qatar and program committees as appropriate,
9. assign and manage space, budgets, records and other resources,
10. assign and assess faculty teaching and service, and encourage faculty research and professional growth,
11. recruit faculty positions,
12. maintain communication with students, faculty, and committees,
13. maintain, in concert with faculty, the program's image and posture,
14. take reasonable measures to safeguard the program's facilities, equipment, and resources, and
15. fulfill teaching responsibilities subsequent to consultation with the Dean.

## **ARTICLE VIII: RESPONSIBILITIES OF HEADS OF ADMINISTRATIVE UNITS**

Heads of administrative units are responsible to the Dean for the organization and the administration of their respective areas. Structural organization differs among individual areas so administered. Responsibilities of heads of administrative units are to:

1. serve as an advocate to the Dean and others on behalf of the area of responsibility,
2. articulate University policy to faculty and staff,
3. serve with department chairs, program directors, and other administrative unit heads as an advisor to the Dean and University in the formulation and maintenance of School and University philosophy and policy,
4. serve as the representative on the Administrative Advisory Committee for the area of responsibility,
5. consult with the faculty in the development of the philosophy and policy of the administrative unit,
6. make day-to-day administrative and managerial decisions,
7. render long-term administrative and managerial decisions in keeping with VCUarts Qatar and University policies in consultation with faculty,
8. appoint representatives to VCUarts Qatar and administrative unit committees as appropriate,
9. assign and manage space, budgets, records, and other resources,
10. where appropriate, assign and assess faculty teaching and service, and encourage faculty research and development,
11. recruit faculty positions,
12. maintain communication with faculty and committees,
13. maintain, in concert with faculty, the administrative unit's image and posture,
14. take reasonable measures to safeguard the administrative unit's facilities, equipment, and resources,
15. where appropriate, fulfill teaching responsibilities subsequent to consultation with the Dean.

## **ARTICLE IX: RESPONSIBILITY OF THE DEAN**

Primary responsibility for VCUarts Qatar's administration and academic policies rests with the Dean. The Dean is assisted by, assistant and associate Deans, department chairs, program directors, and administrative unit heads. Among the responsibilities of the Dean are the following:

1. serve as an advocate for VCUarts Qatar,
2. provide overall leadership and direction to VCUarts Qatar,
3. be directly responsible to the Dean of the School of the Arts and the VCU Provost and Vice President for Academic Affairs,
4. interpret VCUarts Qatar and University policy to the faculty and staff,
5. ensure the Dean of the School of the Arts and the VCU Provost and Vice President for Academic Affairs that VCUarts Qatar is operated within the framework of University policy,
6. prepare special and technical reports on VCUarts Qatar,
7. be acquainted with all aspects of VCUarts Qatar and to interpret VCUarts Qatar's mission to the University, the Qatar Foundation for Education, Science and Community Development, the public, and the private sector,
8. appoint representatives to VCUarts Qatar committees as appropriate,
9. uphold fiduciary responsibilities and maintain adequate fiscal records,
10. supervise faculty and staff at all levels,
11. maintain communication with students, faculty, committees, department chairs, program directors, and heads administrative units,
12. to establish an atmosphere where new ideas and approaches can be undertaken, and

13. to develop new programmatic ideas and approaches in meeting the need for resources to maintain and further develop VCUarts Qatar.

#### **ARTICLE X: REPRESENTATION ON THE VCU FACULTY SENATE**

The VCU Faculty Senate represents all the faculty of Virginia Commonwealth University. Through its committees it reviews and makes recommendations about policies and practices in all areas of university life. Senate representatives also sit on various University committees, boards, and task forces. VCUarts Qatar faculty shall be represented on the VCU Faculty Senate by those Senators and Alternate Senators elected to serve by the faculty of the VCU School of the Arts. In addition Library faculty are represented by Senators and Alternate Senators elected to serve the faculty of the VCU Libraries. The Chair of the VCUarts Qatar Faculty Advisory Committee is responsible for maintaining communication with the Senators and Alternate Senators of the VCU School of the Arts.

#### **ARTICLE XI: PARLIAMENTARY AUTHORITY**

The rules contained in the current edition of Robert's Rules of Order shall govern meetings.

#### **ARTICLE XII: ADOPTION AND AMENDMENTS**

##### **Section 1: Adoption**

A majority of votes cast by full-time faculty is necessary to approve the adoption of this document.

##### **Section 2: Amendments**

Any member of the VCUarts Qatar faculty who wishes to suggest possible changes to this document must submit their recommendations in writing to the chair of the Faculty Advisory Committee and to the Dean. A committee composed of equal representation from both the Faculty Advisory and Administrative Advisory Committees will be appointed by the Dean to review all proposed changes and submit their recommendations to their respective committees for consideration. Both committees must agree to present the proposed amendment to the faculty for consideration. A majority of votes cast by full-time faculty is necessary to approve adoption of the amendment.