Standard VII: **Governance, Leadership and Administration**

Since our 2012 Self-Study, Moore has made great strides in moving to a model of shared governance. The administration, the boards, the faculty and staff have reorganized — and in some cases, created — structures, processes and communication channels to facilitate an effective transition to this more inclusive form of governance. As a result, our administration, boards, faculty, staff and students all participate in the development of policies that affect the institution.

While Step #1 was to adopt a model of shared governance, Step #2 has us looking at refinements to our system in order to assure it provides a strong and complete support structure for the work of the college. Through this self-study process, we've examined the following questions:

- Do our governance documents provide adequate procedural guidelines while offering appropriate flexibility to address new and emerging issues?
- Do our governance structures reinforce our commitment to diversity, equality and inclusion?
- Are there clear channels of communication between the governing bodies?
- What aspects of governance could be improved?

College Leadership

President

The President is responsible for the overall management of the College, representation of the vision and the mission of the College to external stakeholders and implementation of the policies set by the Boards. She hires, evaluates and leads a team of Senior Managers who, with the input of the community, oversee planning and execution of programs across departments (appendix: Staff/Faculty org chart). The President works closely with her team of Senior Managers as well as with the College Planning Committee and the Boards to develop and continuously assess the Strategic Plan. In addition to serving as the administrative liaison to the College Planning Committee, she also serves as the administrative liaison to the Board Leadership and Executive Committees. The President is reviewed annually at the end of the fiscal year by the co-chairs of the Boards where they assess the President's Top Priorities, which are presented and approved by the Boards at the previous September Board meeting (appendix: September 2020 Board Book).

The current President, Cecelia Fitzgibbon, began at Moore on July 1, 2012 and has announced her retirement effective June 30, 2022. A search is currently underway to hire a replacement. Over President Fitzgibbon's tenure, she has more than tripled the College's endowment from

$12 to $40 million; retired the College's long-term debt; received a gift of $5 million from Jane and David Walentas, the single largest donation in the history of the College; created a charter with faculty for a shared governance body, the Faculty Forum; conducted the College's first DEI climate survey; launched an award-winning rebranding program; and worked to see the College through the COVID-19 pandemic to ensure a safe learning and working environment. (appendix: President announces retirement press release May 12, 2021)

Senior Managers
The Senior Management team consists of the President, Chief Academic Officer, Dean of Students, Senior Vice President for Finance and Administration, Dean of Admissions, Vice President for Institutional Advancement, Chief Marketing and Communications Officer, Director of the Galleries, and Chief of Staff, collectively referred to as the Senior Managers. Senior Managers oversee the planning and execution of programs across their departments and meet bi-weekly to review priorities and concerns across their respective areas. In the weeks leading up to bi-annual College Planning Committee meetings, Senior Managers will share their accomplishments, postponements and possible new additions to the Strategic Plan with their fellow managers at the Senior Managers meetings (appendix: example MM minutes). Senior Managers are tasked with sharing updates from fellow managers with their staff in department meetings.

The President annually assesses the Senior Managers prior to the end of each fiscal year. This assessment includes: assessing job-related competencies, assessment of essential job responsibilities and performance goals, as well as goal setting and development planning for the upcoming fiscal year. Senior managers also assess their teams in this manner using a standardized rubric provided by Moore's Director of Human Resources (appendix: appraisal form rubric). Annual merit raise recommendations are also made during this assessment period.

Executive Team
The Executive Team consists of the President, Chief Academic Officer, Dean of Students, Senior Vice President for Finance and Administration and the President of the Faculty Forum. The Executive Team meets bi-monthly to discuss issues across the institution.

Emergency/Pandemic Response Team
As a part of the Enterprise Risk Management Plan developed and approved by the Boards in 2019 (appendix: Plan/Board minutes Feb 2019?), an Emergency Response Team (ERT) was formed. The makeup of the team includes the President, Senior Vice President for Finance and Administration, Academic Dean, Dean of Students, Associate Dean of Academic Services &

Institutional Research, Director of Operations and Facilities, Director of Administrative Computing, Chief of Staff and Chief Marketing and Communications Officer, all of whom received emergency management scenario training through xx (get name of training group from Bill). In March 2020, the team, along with the Presidents of the Moore Federation of Teachers and Faculty Forum, became the Pandemic Response Team (PRT), to address the growing concern regarding the pandemic. Together, meeting nearly weekly, the PRT successfully navigated the pandemic from March 2020's transition to remote learning and working, to a safe, hybrid return to campus in August 2020, and a full return in June 2021. (appendix: PRT accomplishments…find from Bill) Over this time, regular communications were sent via email to the Moore community and posted to a special COVID-19 section of the College's website.

Board of Trustees and Board of Managers
The College was established pursuant to the terms of the Will of Joseph Moore, Jr., which specified the College be governed by a seven-member Board of Trustees (appendix: Will of Joseph Moore, Jr.). However, the Will was executed prior to the adoption of Pennsylvania's Non-profit Corporation Law, which requires that a "board of directors" be established to govern a non-profit (appendix: PA Non-profit Corporation Law). To comply with both the terms of the Will and state law as well as to allow more people to have a role in governing the College, the College's bylaws were revised to provide that a board of directors (as required by state law) be constituted and be comprised of the members of both the Board of Trustees and of a Board of Managers (appendix: Moore Bylaws). The bylaws permit the boards to meet jointly and act as a single body in governing the College, except where a matter requires the separate approval of the Board of Trustees under the will or bylaws. The College uses the joint meeting approach, as it is the optimal way to efficiently manage the College and benefit from wisdom and experience of members from both Boards.

Board Composition
The Board of Trustees is, per the Will, a group of between seven to nine overseers who are appointed for life. These trustees have the sole power to purchase or sell real estate, and to authorize the assumption of debt. They also review the president's performance and set her or his compensation.

Per the Bylaws, the Board of Managers has between 14 and 35 voting members. The bylaws specify that there be three ex-officio, non-voting members of the Board of Managers. One ex-officio seat is allocated to the President of the Alumnae Council. A second ex-officio seat is allocated to the Chair of the Faculty Forum (or a designee). Each of these member's terms is coterminous with his or her service as President or Chair (as applicable). A third ex-officio seat

is allocated to a senior member of the College faculty recommended by the President of the College. The Board Leadership Committee also interviews and nominates one graduating senior annually to serve a two-year term (voting) following graduation. (appendix: Board org chart)

Board Committees
The Boards operate through an extensive standing committee system, supplemented by ad-hoc task forces when needed. Each standing Committee has a Chair and members appointed by the Chairs of the Boards annually. Chairs and members are recommended based on their interests and expertise; members serve on various committees over time to gain greater insight into all aspects of College operations. A member of the College's senior team is assigned to each Committee to assist the Committee in its work. The Committees are: Academic Affairs, Advancement, Audit, Board Leadership, Building & Grounds, College Planning, Finance, Legal Affairs, Student Life, and Visionary Woman. The President and the co-chairs of the Boards serve as ex-officio members across all committees.

Each committee has a charter, which is found in the Board Handbook (appendix: Board Handbook). These charters outline purpose, committee type, membership guidelines, chair appointment, responsibilities, delegation of authority, and procedures based on templates from Moore's Finance Committee and AGB. All charters were reviewed and approved by the Boards at the February 2020 and May 2020 Board meetings (appendix: February 2020 and May 2020 Board meeting minutes).

The exercise of developing and working within the confines of the charters has proven useful in educating the board on their appropriate role in governance. The objectives outlined in the charters help board members to avoid interfering with the day-to-day operations of the college so that the board functions appropriately as a strategic partner to the college leadership team.

Over the last several years, some significant change and growth has come from Committee work. For example, the Academic Affairs Committee, in conjunction with the College Planning Committee, recommended the college undertake academic program reviews (APRs). These have been used constructively, to identify areas within existing programs of study that would benefit from curricular changes, technological advancements. The goal is always to spur future-facing innovation to remain competitive and relevant in art and design education. (appendix: Strategic Plan; AA meeting minutes) In addition, the Student Life Committee worked to expand the existing Admissions policy to include non-binary and transgender students over the 2019-2020 academic year before being approved by the Boards in May 2020 (appendix: May 2020 Board minutes).

Another example of an ad-hoc task force occurred in October 2016, following extensive discussions about the college's disappointing admissions numbers. This task force, composed of Board members, met five times, through February 2017. They questioned relevant members of the senior administration and discussed parameters for the hiring of a new Dean of Admissions. They also heard from the President of AICAD on admissions trends in art and design colleges, as well as the College's admissions consultant on enrollment management trends and concepts (appendix: need to include minutes from some of these meetings). As a result, the task force categorized and prioritized various tactics for achieving admissions goals, and outlined potential innovations that informed the strategic plan on admissions. The task force and the administration also agreed to a Board-level approach to visibility into the Admissions function.

Populating the Boards
The Board Leadership Committee, recommended by the Board Chairs and approved by the Boards, is responsible for identifying, vetting and presenting Board of Managers candidates to the Boards for approval. Committee members utilize their extensive professional networks to identify candidates who have the interest, expertise, and financial capacity or connections to govern the institution. Committee members strive to populate these seats with the widest possible range of professional expertise, perspective, race, class, ethnicity, gender and age. Moore is fortunate that our student population is exceptionally diverse; our goal is for the Boards to mirror that diversity. Since 2019, the board has increased its diversity by recruiting and welcoming five women of color, roughly 20% of the Boards. With several board vacancies in 2021, these efforts will continue.

The Board Leadership Committee has engaged an outside consultant, Trina Gary, Principal of Brown-Gary Associates, to further assist with infusing diversity, equity and inclusion considerations into the recruitment and board governance processes. Ms. Gary has also provided customized training to the Boards on implicit bias at recent meetings (appendix: March 2021/May 2021 Board minutes). As a result, we have renewed our efforts to solicit diverse points of view, and to consider how our racial, gender and class histories have influenced the Boards' perceptions on the many topics they consider as they govern the college. (*Appendix: media recommendations from Ms. Gary).*

Board Self-Assessment
In 2013, the Board Leadership Committee recommended an adjustment to section 504 of the College Bylaws regarding Board of Managers' term limitations. At the time, members were required to rotate off the board after two consecutive three-year terms (appendix: Bylaws). After reviewing nonprofit corporation law requirements, the Committee concluded that the

Boards should eliminate time-required resignations because they deprived the Boards of excellent, committed advisors. The Boards of Trustees and Managers subsequently voted to remove the existing time off the board requirement. Mindful of the potential performance implications of an unlimited term, as well as the continuous need to renew the board's composition to provide a diversity of relevant perspective and expertise, the board began an annual self-evaluation program.

Currently each board member completes an electronic self-assessment tool annually, measuring individual performance against the requirements found in the Board Handbook (appendix: Board Handbook; Board Participation Chart/SurveyMonkey results). In 2020, the Board Leadership Committee made a commitment to evaluating member performance by conducting one-on-one conversations between members of the Committee and fellow members of the Boards after completion of the electronic assessment. The Committee continues to improve the self-assessment process.

Board Governance
In 2019, in an effort to improve board governance, the Boards engaged Dr. Ellen Chaffee of the Association for Governing Boards (AGB) Consulting to conduct a whole-board performance assessment. Dr. Chaffee used a survey instrument developed by AGB to assess the collective performance of the Boards in order to identify areas of strengths, concern, and possible areas for discussion or attention. (appendix: AGB Consulting Board Assessment Survey; Board Assessment Transmittal Note). The results were presented by Dr. Chaffee at a special Board retreat, separate from the quarterly business meetings. Dr. Chaffee reviewed the survey results, her take-aways, board responsibilities and a suggested action plan. In addition, the board added a wish list of items and events that would encourage more engagement on the part of board members.

Work on her recommendations and the board's list is ongoing, although somewhat hampered by pandemic protocols. As of May 2021, the following items have been completed:
• Board Committee Charters have been developed and approved by Boards (appendix: February 2020 and May 2020 Board meeting minutes);
• A comprehensive board event and meeting calendar is distributed at the beginning of academic year and posted to Board portal as a Board Event and Meeting list;
• Guest speakers are invited to quarterly Board meetings.

Faculty Forum and Moore Federation of Teachers
Establishment of the Faculty Forum

The 2002 and the 2012 Self-Studies identified shared governance as an important goal for Moore. The college responded by creating and chartering the Faculty Forum in partnership with senior faculty, a now seven-year-old organization that has become an essential partner to the administration and the Boards in authentic shared governance.

Prior to the establishment of the Faculty Forum, Moore's faculty was represented by a faculty union, the Moore Federation of Teachers (MFT) as the only organized body to represent faculty. The MFT continues to serve as the sole and exclusive bargaining agent with respect to hours, wages, fringe benefits, working conditions and conditions of employment for all faculty at Moore. While the faculty was reluctant to create an additional governing body, a new administration, change in the MFT leadership, as well as the strong recommendation of the 2012 Middle States evaluators, led the college to conclude that the faculty and college would benefit from a new voice in governance: the faculty voice. Faculty established an Ad Hoc Faculty Governance Committee in the fall of 2012, which, after extensive research and discussion, drafted a charter for the Moore Faculty Forum. The Forum Charter was presented and approved by the Boards in spring 2015 (appendix: May 2015 Board minutes; Faculty Forum Charter).

Faculty Forum Leadership
The Faculty Forum is governed by an executive committee composed of a Vice President, a President-Elect, a President and a President Emeritae/i. The Forum created four working committees, meant to strategically align with various constituencies and interests within the College: Faculty Experience, Student Experience, Curriculum and Facilities.

Foremost is the role of the Faculty Forum President, who has one of two designated faculty seats on the Board of Managers for a term contiguous with her/his term as president. In addition, the Faculty Forum President oversees the appointment of full-time faculty to Board- and College-level committees. The Faculty Forum President meets bi-weekly, monthly, or as needed with the Chief Academic Officer; is appointed to Academic Council; participates in monthly meetings attended by the College President, the Chief Academic Officer, the Chief Financial Officer, and the Dean of Students; and was a member of the weekly Pandemic Response Team throughout 2020 and 2021.

The FF President-Elect is also a member of Academic Council, and serves on the Academic Affairs Committee, co-convened by the Chief Academic Officer and a Board member who serves as the Committee chair.

The Role of Faculty Forum in Shared Governance

Faculty Forum's important role in shared college governance is multi-directional. The Forum appoints faculty members to Senior Administration-, Board- and College-level committees, where they are expected to provide faculty perspective and bring forward faculty-initiated recommendations, concerns and curricular or programmatic guidance.

On Board of Managers committees, Faculty Forum appoints representatives to the College Planning, Academic Affairs, Student Affairs and Building and Grounds committees; each with the responsibility for overseeing essential elements of the college.

In 2019 (maybe 18, please check minutes for date), members of the Academic Affairs committee began discussing the possibilities for multi-disciplinary classes and team teaching. This discussion was embraced and enhanced by the perspective of the faculty members on the committee. With their knowledge and input, the committee was able to consider course partnerships that made curricular as well as pedagogical sense. Faculty perspective was also critical to the evaluation of physical space needed to successfully collaborate or team-teach courses. Through the faculty presence on both the Academic Affairs and the Building and Grounds committees, the college has explored multi-disciplinary courses and has begun to plan to construct classroom spaces to accommodate these initiatives.

Faculty Forum leadership briefs the rest of the faculty at regularly scheduled Faculty Forum General Assembly or Town Hall meetings. There, they provide the relevant background information, timeline(s), needs assessments, feedback cycles, and content questions to the wider membership for discussion and feedback. While it can be logistically challenging to engage adjunct faculty members in regular on-campus meetings, Faculty Forum leadership has tasked department chairs with briefing adjuncts by email or conversation. Chairs and area heads are encouraged to distribute this shared information to their adjunct faculty.

In seven years, Faculty Forum has increased its college-wide presence, faculty participation (full-time and adjunct), and collective voice. In order to make further progress, Faculty Forum formed permanent structural alignments between Forum committees and Board committees. (appendix: Faculty Forum org chart). The Faculty Forum can now more fluidly and transparently participate in the development or further articulation of college-wide programs, initiatives, policies and events. This alignment has been recommended as a formal addition to the Faculty Forum charter, which is currently under review. (appendix: Faculty Forum charter, 2021)

Additional Governance Structures
Student Government Association

The Student Government Association's (SGA) mission is to build and strengthen an actively-involved student community, to advocate and empower all student voices, to seek solutions for student concerns, and to continuously improve the quality of the student experience. SGA accomplishes this by meeting regularly with college leadership, serving on college committees and building relationships with students, student leaders, faculty, staff and administration. The SGA is committed to developing professional, ethical, and motivated members who show respect for diverse viewpoints by living as a leader.

The SGA is composed of all interested undergraduate students, and is governed by the SGA Executive Board (elected officers), the Senate (appointed representatives of clubs and organizations) and SGA Committee Chairs (appendix: SGA org chart). "Interested students" include all enrolled students of Moore College of Art and Design, either full-time or part-time, who desire to be a member of SGA. The Executive Board is composed of the President, Vice-President, and Secretary. This board is elected annually at the close of the fall semester by SGA members and the Senate to ensure a smooth transition of leadership (appendix: interview with SGA re: new election period). The Senate includes one appointed representative, or Senator, from each registered club or organization. SGA Committee Chairs are appointed by the SGA Executive Board. Each semester, committees may be created to address a specific need or current goal of the association. For example, SGA members, the SGA Executive Board, and the faculty SGA Advisor meet at least monthly for SGA General Body meetings.

The Role of the SGA in Governance
The Student Government Association Executive Committee meets with the President of the College monthly in order to maintain open communication and ensure access to updated information.

The College Planning Committee includes the SGA President and Vice President, as well as with two additional students appointed by the Director of Student Life, Diversity and Inclusion. The Board of Managers Student Life Committee includes the SGA Secretary and one other student, also appointed by the Director of Student Life, Diversity and Inclusion. On the Student Life Committee, members of the SGA Retention Committee have played an active role when retention strategies are discussed and approved. For example, the Board Committee on Student Life e reviewed an institution report (appendix: report) from a data survey that was implemented (fall 2020) to assess students' basic needs. The committee reviewed the results and approved recommendations to hire a Summer Associate through AmeriCorps to address food insecurity. The committee is hoping that this effort will provide students with more resources around basic needs that may help us to retain at-risk students.

Staff Council

Staff Council provides an open forum for communication among departments, and between staff and management. Its goal is to foster an environment where representatives can identify issues that cut across departments and develop standard procedures that have a positive impact on the working environment at Moore. Staff Council's priority is to improve the daily working environment of all employees through sound communication, small group and college-wide workshops.

Staff Council is led by a President, Treasurer and Secretary and is composed of volunteer non-Senior Manager members from each college department. (appendix: SC org chart). Their monthly meetings are open to all staff who wish to attend. It is the duty of each Staff Council member to share material from the meetings with their respective departments. Staff Council representatives encourage all staff members to attend the All-College meetings where they can communicate directly with the President of the College.

The Role of Staff Council in Governance

A Staff Council member sits on the College Planning Committee, with the expectation staff perspective will inform the college's strategic planning process.

Conclusion

Since 2013, Moore has established and refined a system of shared governance that includes formal channels of input from the boards, the faculty, the staff and our students. For both the Boards and the Faculty Forum, a carefully designed standing committee structure ensures that each body actively participates in the college's strategic decisions. The change to the college's admissions policy began as a discussion in the Board Student Affairs Committee. The study and implementation of multi-disciplinary courses began in the Board Academic Affairs Committee, along with an Annual Program Review process that has been credited with improvements in the courses and technologies available across several majors.

However, each body also has the flexibility to evolve as they continue to evaluate how best to advise the college. The Faculty Forum's recent re-examination and re-alignment of their committee structure is one example, as is their ongoing work to amend their charter. On the board level, the ability to establish task forces to examine critical issues as they arise, as seen with the successful Admissions Task Force in 2017, is another example. We believe our governance structure is both comprehensive and flexible enough to respond to future institutional needs.

Moore's commitment to Diversity, Equity and Inclusion is also evident in the composition of the Board of Managers. Board seats are reserved for faculty and recent alumnae, so the board benefits from the perspectives of all members of the Moore community. The presence of students, faculty and staff on many of the board's committees is also proof of our commitment to hearing many voices as we make institutional decisions. As mentioned previously, we prize the diversity of our student community. We have undertaken several measures to ensure that new faculty hires and our hiring pipeline reflect this diversity. (reference documentation in another standard). And the Boards' commitment to diversity and implicit bias training has begun to inform the Board Leadership committee's recruitment and assessment processes.

In addition to the formal governance structures and constituent meetings described above, all members of the Moore community are invited to attend All-College meetings, which take place following quarterly Board meetings. All-College meetings not only serve as a forum to communicate items and discussions that had transpired at the previous day's Board meeting. These meetings are an open opportunity for the college president to present subsequent initiatives and changes to the community, and for faculty, staff, and students to address questions directly to the administration in a forum of open dialogue.

Areas for Innovation and Improvement
The 2021-2022 Middle States Accreditation finds Moore in the first stages of improving and revamping the way we evaluate the effectiveness of the Boards and the contributions of individual members. We seek to build on early progress by moving forward with the following initiative:

- Transforming the Board Leadership Committee with an appropriate charge that may include an expanded Board handbook, a robust new-member orientation, and the establishment of a Board talent matrix to inform member recruitment and nominations; developing annual goals for Board development with a work plan and a tool to assess results and inform strategies.