



Academic Governance Manual

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1. Introduction

1.1 Introduction and Purpose of the Academic Governance Manual

The Academic Governance Manual is the guiding document for the academic governance of the University. It addresses the University's governance structure, role of faculty, communication, governance committees, key academic administrative policy, essential student services, and academic personnel guidelines and resources.

Reflecting the mission of Kaplan University, the goal of these academic policies is to foster the academic success of our students in an environment that supports teaching and learning and respects all individuals involved in that enterprise.

1.2 Background

Kaplan University has its main campus in Davenport, Iowa, and its headquarters in Chicago, Illinois. The University offers undergraduate and graduate degree, diploma, and certificate programs through fully online instruction, onsite at campuses and learning centers, and through blended instruction. Kaplan University comprises the School of General Education, the School of Business and Information Technology, the School of Nursing, the School of Health Sciences, the College of Social and Behavioral Studies, the School of Professional and Continuing Education, Open College at Kaplan University and Concord Law School.

Kaplan University is a unit of Kaplan, Inc., which is a subsidiary of Graham Holdings Company.

1.3 Mission and Purposes

Kaplan University is an institution of higher learning dedicated to providing innovative undergraduate, graduate, and continuing professional education. Our programs foster student learning with opportunities to launch, enhance, or change careers in a diverse global society. The University is committed to general education, a student-centered service and support approach, and applied scholarship in a practical environment.

To accomplish its mission, Kaplan University has established the following purposes:

1. Provide academic programs that have been developed and assessed by faculty, staff, and members of educational, professional, and business communities.
2. Provide intensive and comprehensive instruction using both onsite and online modes of delivery that strengthens student academic achievement.
3. Instill in its students the value of lifelong learning by stimulating intellectual curiosity, creative and critical thinking, and awareness of culture and diversity.
4. Plan and provide facilities and resources that respond to the needs of students, faculty, and staff.
5. Assist students in developing professional attitudes, values, skills, and strategies that foster success in their careers and in life.
6. Prepare students to meet the ever-changing needs of their communities now and in the future.

1.4 Accreditation

Kaplan University is accredited by The Higher Learning Commission. Kaplan University is recognized by the Iowa Department of Education. Qualified students of Kaplan University are eligible to receive Iowa state tuition grants.

The State Bar of California Committee of Bar Examiners has statutory and regulatory authority over Concord Law School. Concord is registered as a distance learning law school with the State Bar of California Committee of Bar Examiners.

In addition to regional accreditation through the HLC, some degree programs and/or schools at Kaplan University have attained special programmatic and/or professional accreditation. The current Catalog lists these accreditations.

For the purposes of this Manual, accredited institutions are defined as those colleges and universities that are accredited by the regional accrediting bodies recognized by the U.S. Department of Education. The term may also apply to entities accredited by other appropriate agencies.

1.5 Application of the Academic Governance Manual

As employees of Kaplan University, all administrators, staff, and faculty members are bound by this Academic Governance Manual and the pertinent academic regulations appearing in the University Catalog and/or Catalog Addenda, Faculty Handbook, and Employee Handbook, except as otherwise noted.

1.6 Amendments to the Academic Governance Manual

Proposed amendments to this Manual are first submitted to or initiated by the Office of the Chief Academic Officer for administrative review, and then are submitted by the Chief Academic Officer (CAO) to the Academic Administrative Council for consideration. If approved by the council, proposals are then sent to the Faculty Senate for review and action. All changes to this Manual must be approved by a two-thirds vote of the Senate. If approved by the Senate the revised document is then presented to the Board of Trustees for review and action. The Board of Trustees will confirm the currency of this document at least every three years.

2. Organizational Structure and Communication

2.1 Structure

The administrative organization of Kaplan University consists of the president; senior vice presidents, and vice presidents; presidents and executive directors of campuses; and other academic administrative units within Kaplan University.

The academic organization of Kaplan University consists of the president, the chief academic officer, deans, assistant and associate deans, department chairs, and faculty.

The head of the academic organization of Kaplan University is the president who reports to the KU Board of Trustees. The academic deans report to the president of the University.

2.2 Faculty Role

The faculty constitutes the highest academic authority of the University. The faculty has full authority in all areas of academic integrity, quality, and excellence of the University within the limits defined by the University Board of Trustees. The Board of Trustees is responsible for approving the educational degree programs of the University. Determination of course offerings and curriculum is the responsibility of the faculty.

Faculty status and duties related to University service will be voluntary and by invitation from the CAO. Faculty members whose schools operate under specific statutory and regulatory authority are expected to align their practices and procedures with those external statutes and regulations, even if those practices and procedures differ from those in this Manual.

2.3 Communication

Operational information is transmitted in the normal chain of command from the president, the senior vice presidents and vice presidents, the CAO, deans, and chairs to the faculty and staff. University-wide communications to faculty are coordinated by the Chief Academic Officer.

3. Governance Committees

3.1 Operations

3.1.1 Committee Documentation

Written meeting minutes are required for each committee meeting. Meeting agendas, directories, minutes and other supporting documentation are archived for future review.

3.1.2 Voting Guidelines

- A quorum for voting will require 50% of the Committee members to be present.
- A simple majority of affirmative votes is required to pass a proposal.
- A vote must be conducted for all decisive matters.
- A vote can be conducted through email communication as long as all other voting guidelines are followed.
- Guests invited to attend as relevant to specific proposals under consideration are not eligible to vote.

3.1.3. KU Document Approvals

- The KU Assessment Plan is a voting item for the Assessment Advisory Committee and the Academic Administrative Council for approvals.
- The Faculty Handbook is reviewed by the Center for Teaching and Learning Advisory Committee and the Faculty Senate. Approval is dependent on the Academic Administrative Council.
- The Long Range Plan and the Strategic Plan are reviewed by the Accreditation Steering Committee. Approval is dependent on the Academic Administrative Council.
- Kaplan University documents not listed here proceed at the direction of the CAO.

Administrative Committees

3.2 Academic Administrative Council

Mission/Purpose:

The Academic Administrative Council serves as the highest administrative authority for academics at the University. Its members reflect and represent the rich and diverse University community, and its objectives encompass all matters related to institutional development and success, including but not limited to administering the University's academic governance system; monitoring and supporting its long-range plan; promoting best practices and alignment across all the University's academic and administrative functions; providing broad academic oversight regarding the academic policies and procedures that guide the University in carrying out its mission and programs; and maintaining and improving institutional and/or programmatic accreditation.

Scope of Responsibility:

- Exercise, in cooperation with other governance bodies, the University's responsibility and authority to maintain and improve the quality of the University, its schools and academic programs, and its institutional well-being.
- Initiate and/or consider all proposed revisions to the Academic Governance Manual, approve or disapprove them, and, if approved, send them to the Faculty Senate for acceptance or rejection.
- Through the standing Program Steering Committee, review and recommend to the Board of Trustees all final proposals for additions, deletions, or changes to the University's programs and degrees.
- Monitor and support implementation of the University's planning documents.
- Review and approve standards and guidelines related to faculty credentials, roles and responsibilities, and development.
- Review and approve student service-related policies and procedures.
- Review and approve curriculum standards and guidelines.
- Review and approve general academic policies and procedures.
- Oversee (through advisement of the standing Accreditation Steering Committee) appropriate accreditation of the institution and its schools and programs.

Voting Membership:

- Chief Academic Officer
- Kaplan University academic deans from each school and/or college
- Senior Vice President of Ground Operations
- One Kaplan University campus or learning center dean, appointed by the senior vice president for campuses/learning centers
- Two full-time and two adjunct faculty members, elected by faculty for 1-year terms
- President of the Faculty Senate
- Kaplan University registrar
- One graduate student, appointed by the CAO for a 1-year term
- One undergraduate student, appointed by the CAO for a 1-year term

Nonvoting Membership:

- One representative from Legal/Regulatory/Compliance, appointed by the unit executive
- One representative from Operational Solutions & Excellence (OSE), appointed by the unit executive

- One representative from Finance, appointed by the unit executive

3.3 Faculty Senate

Mission/Purpose:

The purpose of the Faculty Senate is to provide a forum for faculty representatives to discuss faculty and academically related issues and to provide recommendations concerning such issues to the CAO.

Scope of Responsibility:

- Review issues, policies, and/or procedures related to the academic quality of the University.
- Provide recommendations regarding academic issues, policies, and procedures to the CAO.
- Review and approve revised versions of the Academic Governance Manual. The Faculty Senate may comment on but does not have the authority to modify the Academic Governance Manual
- Provide final review and approval for all faculty waivers.

Membership:

- One faculty president, to be elected by the Senate for a 1-year term, who will act as the official representative of the faculty to the University Administration
- One full-time faculty member and one adjunct faculty member from the campuses and learning centers and one full-time faculty member and one adjunct faculty member from each school and/or college, elected by the faculty from those units for 2-year terms
- Previous Senate president serves for 1 year after term expires

3.4 Accreditation Steering Committee

Mission/Purpose:

The Accreditation Steering Committee is charged with providing ongoing oversight of and advice about the University's compliance with accreditation standards and its relationships with accrediting bodies and other regulators.

Scope of Responsibility:

- Monitor the depth, integration, and integrity of the evidence and argument showing fulfillment of requirements for KU's institutional accreditation (via HLC) for the purpose assuring compliance, addressing gaps, and making improvements.
- Review timelines and work-plans for the completion of successful accreditation-related tasks and events.
- Coordinate efforts to adopt institution-wide evaluation metrics that address accreditation agency standards and demonstrate KU's capacity and performance in delivering high-quality services aligned with our mission.
- Develop strategies to deeply embed accreditation-related standards and practices (institutional and specialized) into routine operating procedures and practices across the university.

Membership:

- President or designee (co-chair)
- Vice President for Accreditation (co-chair)
- Two Kaplan University Deans appointed by the CAO.
- Senior Vice President of Ground Operations
- One Market President, Campuses and Learning Centers appointed by the Senior Vice President of Ground Operations
- Vice President of Finance
- Vice President of Academic Operations
- Chief Academic Officer
- Kaplan University Registrar
- Executive Director of Curriculum
- Vice President of Communications
- Other members appointed by the CAO

3.5 Center for Teaching and Learning Advisory Committee

Mission/Purpose:

Faculty development at Kaplan University is an integral part of the institutional environment that empowers faculty and energizes their activities. Faculty development encompasses, but is not limited to, the following: faculty orientation and training; professional development; and opportunities for innovation. These are all targeted at achieving improved student outcomes and a high-quality teaching and learning environment. The Center for Teaching and Learning (CTL) Advisory Committee advises the CTL in its work helping instructors improve their instructional delivery skills, expand their knowledge base, develop as scholars, and add to their practitioner skills.

Scope of Responsibility:

- Make recommendations to the CTL on faculty in-service training programs, workshops, and other events
- Provide guidance and review of CTL-generated resources
- Select proposals for presentation at CTL-sponsored conferences and events

Membership:

- Director of the CTL (nonvoting)
- One faculty member from the campuses and learning centers and one faculty member from each school and/or college, elected by the faculty from those units for 2-year terms
- One online and one campus/learning center academic administrator, appointed by the CAO for 1-year terms
- One Kaplan University academic dean or assistant/associate dean, appointed by the CAO for a 1-year term

3.6 Institutional Review Board

Mission/Purpose:

The Kaplan University Institutional Review Board (IRB) is a review body established to protect the rights and welfare of human subjects recruited to participate in research activities conducted on or by Kaplan University stakeholders. The IRB reviews and monitors all human subject research in compliance with the University's Federal Wide Assurance (FWA 0001056); all local, state, and federal laws; Kaplan University policies and procedures; and the highest standards of ethical

conduct and practice.

Scope of Responsibility:

- Review all proposals involving human subject research conducted at Kaplan University and/or in collaboration with other institutions. This includes all human subject research conducted under the direction of any employee or agent in connection with his or her institutional responsibilities or use of the University's name or academic or nonacademic titles.
- Approve, require modifications to, or disapprove the aspects of research activities that involve human subjects.
- Notify applicants of decisions made by the Board concerning their proposed research
- Conduct periodic reviews of ongoing research projects that involve human subjects and maintain records of review proceedings, decisions, and activities, in accordance with federal and University guidelines, for at least 3 years following completion of the projects.
- Develop policies, procedures, and instruments needed to align Kaplan University policies with the scope and purpose of the IRB and disseminate those policies, procedures, and instruments to the Kaplan University community.

Membership:

The CAO is the Institutional Official (IO) responsible for the selection and appointment of IRB members unless otherwise noted below. Members of the IRB consist of the following:

- Chair (an academic staff member with considerable experience with IRBs and/or research compliance), appointed by the CAO
- Vice chair (an academic staff member with considerable experience with IRBs and/or research compliance), appointed by the CAO
- Vice president of HR or delegate, appointed by the CAO
- Vice president of Legal/Regulatory/Compliance or delegate, appointed by the CAO
- Researcher, appointed by the University Registrar
- One graduate faculty member, elected by the faculty to specifically represent each of the graduate schools for 2-year terms
- Four undergraduate adjunct faculty members, elected by the faculty for 2-year terms
- Four undergraduate full-time faculty members, elected by the faculty for 2-year term
- Outside (nonscientist) community member, appointed by the CAO for a 1-year term
- Outside (scientist) community member, appointed by the CAO for a 1-year term
- At least one graduate student member, appointed by the CAO for a 1-year term
- Kaplan University academic dean or assistant/associate dean appointed by the CAO for a 1-year term

Curriculum Committees

3.7 Faculty Curriculum Committee

Mission/Purpose:

The mission of the Faculty Curriculum Committee (FCC) at Kaplan University is to provide guidance, advocacy, and oversight of the University curriculum to ensure it is academically sound and serves the University's mission, purposes, and the educational needs of our students.

Scope of Responsibility:

- Review all curriculum proposals and approve all credit-bearing curricula and specializations, including proposals for new courses, course revisions, and deleted courses.
- Recommend proposals for approval, denial, modification, or tabling in order to gather more information about the impact of the curriculum proposal on the University

Voting Membership: Chair (an academic staff member with considerable experience with curriculum), appointed by the Executive Director of Curriculum

- Two full-time faculty members from the campuses and learning centers and two full-time faculty members from each school and/or college, elected by the faculty from their unit for
- 2-year terms (The College of Social and Behavioral Sciences will have 1 full-time faculty member elected from Art & Sciences, Legal Studies, and Public Safety.)
- Two adjunct faculty members from the campuses and learning centers and two adjunct faculty members from each school and/or college, elected by the faculty from their unit for 1-year terms
- Campus Curriculum Representative (The College of Social and Behavioral Sciences will have 1 adjunct faculty member elected from Art & Sciences, Legal Studies, and Public Safety.)
- Curriculum Manager appointed by the CAO

Nonvoting Membership:

- Executive Director of Curriculum, or designee, nonvoting unless to break a tie vote
- Deans when relevant to proposals being considered at specific meetings
- Assistant Deans of Curriculum

3.8 General Education Literacy Committees

Mission/Purpose:

The General Education Program is overseen by faculty subject-matter experts from across the University sitting on eight independent committees: Arts and Humanities, Communication, Critical Thinking, Ethics, Mathematics, Research and Information, Science, and Social Science. (Note: Technology literacy outcomes were written by a committee and mapped to courses/programs outside of the other committee processes.) The committees are responsible for writing the GEL course outcomes and rubrics tied to each literacy, reviewing and approving the assignments that map to these GELs, and providing subject-matter support in terms of training, consulting with faculty course developers, creating sample assignments, etc.

Scope of Responsibility:

- Author GEL course outcomes and the rubrics used to assess them.
- Review and approve the assignments mapped to the GEL course outcomes.
- Provide subject-matter support and insight to faculty, course developers, and administration.
- Review course-level assessment (CLA) data from the GEL course outcomes and provide recommendations to schools on ways to improve student and curricular performance.
- Promote the value of the committee's literacy to stakeholders across the institution.

Membership:

Committee members must possess subject-matter expertise in the general education discipline of the committee. Committee members are appointed by their Kaplan University academic dean. Subject-matter expertise is verified by the Kaplan University Dean of the School of General Education prior to appointment. A chairperson for each committee is selected from the committee members and appointed by the Kaplan University Dean of the School of General Education.

Membership length is not limited by preset terms. Each committee consists of the following voting members:

- One faculty member from the campuses and learning centers and one faculty member from each school and/or college appointed by the dean for a 2-year term.
- 4 One at-large position per committee is (available as needed) voted-on by the committee, which may be filled by faculty or staff
- Additional at-large positions (up to one per committee) are at the discretion of the Dean of the School of General Education
- Chairperson for each committee (selected from the committee members and appointed by the Kaplan University Dean of the School of General Education)

4.3 Professional Competency Committees

Mission/Purpose:

The Professional Competencies are overseen by faculty subject-matter experts from across the University sitting on six independent committees: Teamwork, Leadership, Multiculturalism and Diversity, Personal Presentation, Graduate Communications, and Graduate Problem Solving and Critical Thinking. The committees are responsible for writing the PC course outcomes and rubrics tied to each literacy, reviewing and approving the assignments that map to these PCs, and providing subject-matter support in terms of training, consulting with faculty course developers, creating sample assignments, etc.

Scope of Responsibility:

- Author PC course outcomes and the rubrics used to assess them.
- Review and approve the assignments mapped to the PC course outcomes.
- Provide subject-matter support and insight to faculty, course developers, and administration.
- Review course-level assessment (CLA) data from the PC course outcomes and provide commendations to schools on ways to improve student and curricular performance.
- Promote the value of the committee's literacy to stakeholders across the institution.

Membership:

Committee members must possess subject-matter expertise in the professional competency discipline of the committee. Committee members are appointed by their Kaplan University academic dean. The Kaplan University Dean of the School of General Education verifies subject-matter expertise in the competency area prior to appointment. A chairperson for each committee is selected from the committee members and appointed by the Kaplan University Dean of the School of General Education. Membership length is not limited by preset terms. Each committee consists of the following voting members:

- One faculty member from the campuses and learning centers and one faculty member from each school and/or college appointed by the dean for a 2-year term.
- One at-large position per committee is (available as needed) voted-on by the committee, which may be filled by faculty or staff
- Additional at-large positions (up to one per committee) are at the discretion of the Dean of the School of General Education
- Chairperson for each committee (selected from the committee members and appointed by the Kaplan University Dean of the School of General Education).

4.4 Program Steering Committee

Mission/Purpose:

The Program Steering Committee is charged with evaluating proposals for new and revised degree programs, and monitoring ongoing program review.

Scope of Responsibility:

- Review proposals for new and revised programs and make recommendations to the University Board of Trustees.
- Recommend programmatic changes based on ongoing program review.
- Assess the scope of programmatic offerings in the university's portfolio to ensure they are consistent with the institution's mission, vision, and values.

Voting Membership:

- President (or designee)
- Vice President of Employer and Career Services
- Chief Academic Officer
- Vice President of Academic Operations
- Vice President of Finance
- Senior Vice President of Ground Operations
- Kaplan University Dean and Vice President, School of Business and Information Technology
- Kaplan University Dean and Vice President, School of Nursing
- Kaplan University Dean and Vice President, College of Social and Behavioral Sciences
- Kaplan University Dean and Vice President, School of Health Sciences

Non-Voting Membership:

- Kaplan Higher Education Group (KHEG) Chief Financial Officer
- KHEG Associate General Counsel (or designee)
- KHEG Vice President of Accreditation
- KHEG Vice President of Admissions
- KHEG Vice President of Marketing (or designee)

Additional nonvoting members may attend and contribute as relevant to specific proposals. This Committee meets on a schedule that enables approved proposals to move to the Board of Trustees for review and action.

Student Resource and Oversight Committees

4.5 Academic Appeals Committee

Mission/Purpose:

The Academic Appeals Committee reviews student appeals for plagiarism and grade changes, ensuring that each appeal is evaluated fairly and within the policy guidelines of the University.

Scope of Responsibility:

- Review assigned appeal cases.
- Evaluate all data pertaining to each case.
- Ensure that each case is treated and evaluated fairly.
- Ensure adherence to the policy guidelines of the University in regards to grade changes, plagiarism, late submission of assignments, and fair grading practices.

Voting Membership:

- The Committee will be chaired by a representative elected by the Committee, serving a 1- year term
- One full-time tutor from the Writing Center appointed by the KU Academic Center Manager to serve a 2-year term
- One full-time Composition faculty member appointed by the School of General Education Dean to serve a 2-year term
- Two faculty members from the campuses/learning centers and two faculty members from each school and/or college, elected by the faculty to serve 2-year terms

Nonvoting Membership:

- One Kaplan University academic dean or associate/assistant dean appointed by the CAO for a 2- year term

4.6 Assessment Advisory Committee

Mission:

The Assessment Advisory Committee is responsible for providing stakeholder input into University-wide assessment initiatives and projects and monitoring execution of those goals and projects.

Scope of Responsibility:

- Provide input on annual Kaplan University Assessment Plan to the CAO.
- Monitor the execution of the annual Kaplan University Assessment Plan.
- Identify and monitor specific assessment research projects.
- Increase administrator, faculty, and student awareness and use of assessment results.
- Support internal/external communication strategies about Kaplan University's assessment framework, findings, and results.
- Stay informed about regulatory and accreditation issues that affect Kaplan University assessment undertakings.

Membership:

- Director of Assessment and Research (Chair)
- KU Assessment Manager (standing member)
- Executive Director of Curriculum (standing member)
- One Kaplan University academic dean or assistant/associate dean, appointment by the CAO for a 1 year term
- Two department or assistant department chairs, appointed by the CAO for 1-year terms
- Two assistant deans of curriculum, appointed by the CAO for 1-year terms
- One undergraduate student, appointed by the CAO for a 1-year term
- One graduate student, appointed by the CAO for a 1-year term
- Two full-time and two adjunct faculty members elected by the faculty for 2-year terms

4.7 Library Committee

Mission/Purpose:

The Kaplan University Library Advisory Committee provides input and guidance on the Library's policies and strategies.

Scope of Responsibility: Offer evaluative feedback and input on current and new library services, resources, and initiatives to assist in ensuring the information needs of the University and its programs are met.

- Make recommendations on how best to overcome identified challenges and act on opportunities.
- Assist the Library Director in publicizing resources and services or resource trials to member's respective programs/schools.

Membership:

- Director of Library Services (Chair)
- One representative from the Academic Support Centers, appointed by the KU Academic Center Manager for a 1- year term
- One Assistant Dean of Curriculum (ADoC) appointed by the CAO for a 1-year term
- One online student, appointed by the CAO for a 1-year term
- One campus student, appointed by the senior vice president of campuses/learning centers for a 1-year term
- One Kaplan University academic dean or assistant/associate dean, appointed by the CAO for a 1-year term
- One faculty member from the campuses and learning centers and one faculty member from each school and/or college, elected by the faculty from their units for 2-year terms

4.8 Student Advisory Board

Mission/Purpose:

The purpose of the Student Advisory Board is to provide a forum for student representatives to discuss academic related issues and to provide recommendations concerning such issues to the CAO.

Scope of Responsibility:

- Review issues, policies, and/or procedures related to the academic quality of the University.
- Provide recommendations regarding academic issues, policies, and procedures to the CAO.

Membership:

- Students currently serving on other Kaplan governance committees
- Additional students are appointed by the Dean of each school and/or college for a 1-year term. Students are given the option to self-nominate for Dean consideration
- One student representative from each campus and learning center appointed by the

- senior vice president of campuses/learning centers for a 1-year term
- Student President, Vice-President and Secretary elected by the committee for 1-year terms

4.9 Other Committees, Subcommittees, and Policies

- The CAO may initiate other standing and/or ad hoc committees, task forces, and working groups as necessary to assist in the furtherance of University goals and initiatives.
- Designees may fill appointed positions at the discretion of the CAO.
- The Dean of a school may appoint a faculty member to an elected position for the remainder of a term if the position becomes vacant.
- Full-time adjunct faculty are considered adjunct faculty members for governance purposes and membership.

4. Academic Administration

4.1 Academic Calendar

The official academic calendar is produced under the direction of the CAO. An official copy of the University calendar may be obtained via the Registrar's Office, approved online sites, or faculty/student portals.

4.2 University Policies

University policies and procedures, including, but not limited to, the Americans with Disabilities Act, sexual harassment, discrimination, and equal rights are published in the Kaplan University Catalog, Faculty Handbook, and/or Employee Handbook.

4.3 Honorary Degrees

The president shall have the authority to confer honorary degrees upon persons recommended by the academic administration and faculty and approved by the Board of Trustees of the University.

5. Student Services

5.1 Student Education Advising

Student education advising is coordinated through the appropriate Education Advising team. Students are assigned to an Education Advisor at the time of enrollment and are expected to periodically communicate with members of their team. The Education Advisors use various tools to ensure the student has met all course prerequisites and curriculum requirements prior to each term.

The Education Advisor's role is to help the student navigate through the recommended order of coursework, complete necessary forms in a timely fashion, meet deadlines established to assure the timely completion of the program, and be available for students' questions and concerns.

Concord's system of advising and counseling is provided by a team of education advisers (as described above) as well as school law advisers (faculty) with support from the school administration as needed.

5.2 Library Services

The University recognizes the primacy of information access and the need to support the research pursuits of its students and faculty. The Kaplan University libraries, both online and campus-based, provide students and faculty with access to a world of information resources in a variety of formats and across a variety of platforms.

5.3 Students Requiring Special Services

It is the University's intention to comply with all laws and regulations concerning students with special needs. For further guidance on the subject, please refer to the Faculty Handbook for specific inquiries. All faculty members should bring any concerns or requests to the director of the Center for Disability Services. However, each ground campus and learning center has a designated ADA Coordinator, and all issues related to students at ground campuses and learning centers requiring special services should be directed to the appropriate ADA Coordinator.

5.4 Career Services

Student and graduate career services assistance is coordinated through the Career Services department. Graduates may be assigned to a career specialist for assistance and support during their job search and are expected to communicate with them regularly and complete all necessary forms to confirm employment status after graduation. Resources are available to students online, including job leads, resume-building tools, self-assessments, and tools to communicate with other students and Career Services staff. Additional resources and events are available at campus and learning center locations such as in-person consulting and career fairs.

6. Personnel Policies and Procedures

Shared governance of the University requires that faculty be active participants in the various committees and be willing to devote time for committee meetings. Part of the evaluation of faculty service includes effective service to the University, to the student body, and on committees. Members of the faculty may be asked to serve on standing and special committees and are expected to participate whenever possible.

The Faculty Handbook contains complete information on faculty rank, credentials, roles, rights, and responsibilities, including a description of teaching, scholarship and service requirements, grievance procedures, etc.

University personnel policies and procedures, including, but not limited to, sexual harassment, discrimination, and equal rights, can be found in the Employee Handbook, available via KNet.

Appendix A

Governance Committee Contact Guide

If you have a question regarding the operations, processes, or decisions rendered by an individual governance committee, please contact the offices below for assistance.

Section	Committee	Responsible Position
3.2	Academic Administrative Council	Chief Academic Officer
3.3	Faculty Senate	Chief Academic Officer
3.4	Accreditation Steering Committee	President
3.5	Center for Teaching and Learning Advisory Committee	Chief Academic Officer
3.6	Institutional Review Board	Chief Academic Officer
3.7	Faculty Curriculum Committee	Chief Academic Officer
3.8	General Education Literacy Committees	Chief Academic Officer
3.9	Professional Competency Committees	Chief Academic Officer
3.10	Program Steering Committee	President
3.11	Academic Appeals Committee	Chief Academic Officer
3.12	Assessment Advisory Committee	Chief Academic Officer
3.13	Library Committee	Chief Academic Officer
3.14	Student Advisory Board	Chief Academic Officer