



Employee Handbook 1.3.2, 1.3.3  
University Bylaws  
University Council Bylaws  
Faculty Senate Bylaws  
Staff Senate Bylaws  
MSG Constitution 2019-2020  
MSG Bylaws and Standing Rules  
President's Cabinet Membership Profile  
Governance Committee of the Board Executive Summary 2/3/2020  
Academic Affairs Agenda 9/24/2019

The University has a shared governance model that identifies the governing bodies of the institution. Each governing body has a set of bylaws that articulate each groups roles and

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Minutes of Academic Affairs Committee meetings which precede each full Board meeting

Minutes of Academic Buildings and Grounds Committee meetings which precede each full Board meeting

Minutes of Student Life Committee meetings which precede each full Board meeting  
Board of Trustee Minutes February 2018

Mercyhurst University is a legally constituted governing body that serves that has faithfully served the public interest since it first opened its doors to 23 students on September 20, 1926. The Mercyhurst (then College) was granted its Charter October 5, 1928. The Mercyhurst Board of Trustees is charged with overseeing the implementation of the University's mission and has fiduciary responsibility for sustaining and promoting the fiscal health of the University. Additionally, The Board is responsible for oversight of the academic quality and integrity of the University. The responsibilities of the Board are outlined in detail in the Mercyhurst University Board of Trustee By-laws.

The Mercyhurst Mission Statement and Core Values guide the overarching activities of the University in the classroom, student life, and the administration of university business. A recent self-study completed for the Mercy Conference of Higher Education outlines the many ways in which the mission and core values permeate the life of the university: its students, employees, alumni and benefactors.

The Board meets at least three times each year. Each meeting is preceded by the meetings of several subcommittees. These subcommittee meetings assure an in-depth examination of the University's operations. This process serves to keep the full Board apprised of the detailed information each member requires to fully and responsibly contribute to strategic decisions. For example, a campus tour with members of the Buildings and Grounds Committee and the Student Life Committee resulted in consideration and subsequent approval for the construction of two new state of the art residence facilities in the past eleven years: Warde Hall opened in 2010 and Ryan Hall opened in 2018. Additionally, the Academic Affairs subcommittee reviewed and ultimately approved a dramatic renewal of the University Core Requirements resulting in the implementation of the REACH program. Comprised of several representatives of the business world, Board members bring an invested, caring scrutiny to the financial health of the institution. Subcommittees include Budget and Finance, Endowment, and Audit. Two recent examples of the Board's careful investment and care for Mercyhurst employees and the institution involve health insurance and retirement. Erie was caught in the Highmark UPMC health insurance squabble. The Board solicited employee feedback about what was most important to them in selecting a new plan. Balancing institutionarng

The University has a committee structure of the Board of Trustees with a clear set of charters that outlines roles, responsibilities, and accountability for decision making by each committee. Each of these committees oversee all areas of the university from academics to mission to financial health.

#### Standard VII-2b

##### The Code of Ethics, Employee Handbook

The Code of Evidence in the Employee Handbook describes potential conflicts of interest and how employees should disclose these conflicts.

The Employee Handbook is available on The HUB and is used by all staff and administrators at the University. The Code of Ethics and Conduct (1.3.2), as well as the subsequent Whistleblower's Policy (1.3.3), pertains to all employees; it provides a mechanism for reporting ethical concerns in person, in writing, or via a phone message. This policy addresses the need for accountability and transparency for all employees.

#### Standard VII-2c

“Trustee Responsibilities” published by the Association of Governing Boards  
Communication from the President/Provost 2015

*(Is this in the employee handbook? –*

Standard VII-2d

Annual 990 financial statements  
Strategic Planning presentation: 10/21/2019 State of the Industry  
Mercyhurst Alumni Magazines (Mercyhurst Ice Center upgrades, Vorshek Athletic  
Complex plans, Saxon Field upgrades  
Board of Trustees minutes February 2018

Like many private religiously affiliated colleges and universities of our size, Mercyhurst is largely tuition and Room and board dependent. Additionally, a smaller than average endowment does not provide resources for operational deficits. Therefore, Mercyhurst is dependent on sound financial management in order to maintain economic stability and a positive relationship with lenders. While deficits are occasionally unavoidable, Mercyhurst has operated positively for the past several years (cf. 990 financial statements). With an eye on declining college student demographics, Mercyhurst, led by the Board, has overseen plans to gradually reduce the difference between the published tuition cost and the net tuition revenue. Additionally, significant funds have been raised, again led by direct Board member engagement, to upgrade tired athletic facilities (cf. MIC upgrades, Vorshek



: Ethical standards in university governance are addressed in the University Bylaws which contain a Conflict of Interest Policy (Article VI), responding to the concern about other influences that might interfere with a Trustee's governing responsibilities. Article VII specifically addresses the conflict of interest concern in this standard as it relates to those involved in governance. The policy addresses potential conflicts of interest and requires disclosure of these to the Board. The University Bylaws are consulted regularly by the Board of Trustees, which reviews and updates them as needed.

Code of Ethics in the Employee Handbook describes potential conflicts of interest and how employees should disclose these conflicts. This Code of Ethics and Conduct (1.3.2), as well as the subsequent Whistleblower's Policy (1.3.3), pertains to all employees; it provides a mechanism for reporting ethical concerns in person, in writing, or via a phone message.

The Board of Trustees is charged with hiring and evaluating the President, as stated on page 10 of the University Bylaws 2019.

The most recent presidential search was conducted in 2014-2015. The president is evaluated annually by the Compensation Committee of the Board of Trustees. The presidential search committee is comprised of a widely



## University Organizational Chart Academic Organizational Chart

The University has an overall organizational chart that defines all the President's Cabinet and all the area's that report to each VP. An academic organizational chart is available on the Provost's page on the HUB. It was last updated in May 2019.

The University has a clear organizational structure. While each vice-president has access to the chart and clear transparency on their roles the University could make the organizational chart more widely available to all employees. This could be accomplished by utilizing the Mercyhurst HUB (internal portal).

### Standard VII-4b

#### Mercyhurst University's Organizational Chart Cabinet Membership Profiles

Upon further review of the University's Organizational Chart, one would find skilled leadership in each of the 8 vice presidential roles. Reporting to those vice presidents are an equally skilled set of deans, associate deans, associate vice presidents, assistant vice presidents, and directors. Each vice president oversees departments appropriate to their skill set and overall division identity. Dr Leanne Roberts oversees the most departments, but they each have something of value to offer the Office of Academic Affairs. On the other end of the spectrum. The same could be said for the Finance and Administration division, under the leadership of David Myron, the Enrollment division, under the leadership of Joe Howard, and the Student Life division, under the leadership of Dr. Laura Zirkle, each

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Standard VII-4c

**Cabinet Membership Profiles**

Service, where users can submit a “ticket” for repairs or assistance. In 2019, IT Services held an IT Roadshow, where administrative departments could schedule a date and time where the IT Department came to assist the department with any IT issues or questions. Some common questions concerned Office 365/Teams/OneDrive, phones & voicemail, printing & scanning, Colleague/Informer, efficiency and security. The goal of the IT Roadshow was to provide department-specific training on a variety of technologies as well as to identify inefficiencies within departments and work towards providing solutions to those inefficiencies.

There is sufficient evidence that administrators have access to adequate support and training for the use of technology and information systems needed to carry out their responsibilities.

#### Standard VII-4e

Mercyhurst Faculty Handbook  
University Council Bylaws  
Mercyhurst Student Government Constitution  
MSG Bylaws and Standing Rules

Faculty Engagement: on pages 3-5 in the Faculty Handbook it describes the roles of administration (President, Provost, Deans and Department Chairs). As part of their responsibilities listed in the handbook each administrative branch is responsible for “regularly engaging with (tr)-7Tj0.006 Tc -0.005j-0.006 Tc 0.[e]-0.7(i)-10.3 (s) Tw 0.21r



Office of Provost will be evaluated in the second year of service and every three years