



The Minor in Creativity, The Arts, and Social Transformation: Program Governance

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Introduction: Principles of Engagement

The Interdisciplinary Minor in Creativity, The Arts, and Social Transformation (CAST) builds connectivity among the three participating Divisions (our primary division, Creative Arts, alongside the Humanities and Social Sciences), the International Center for Ethics, Justice and Public Life, and other institutional entities such as the Heller School for Social Policy and Management (whose graduates may take our 100-level courses), the Rose Art Museum, and the Office of the Arts, through our shared interests in topics such as narrative/oral history, embodiment and movement, the preservation of cultural heritage, environmental and climate justice, the transformation of conflict and violence, and the public roles of artists, researchers, and critics in their communities. As a program administered by the International Center for Ethics, Justice and Public Life, CAST must always engage key ethical questions of governance: What are the guiding principles for the ways in which we engage with each other? The CAST program strives:

- To maintain a non-hierarchical and transparent decision-making process;
- To welcome and include all members of the CAST community, including by maintaining best practices for accessibility;
- To grow and to mentor stakeholders across the university, and to reflect on the question, What makes for a healthy program for all of our stakeholders—faculty, staff, and students?
- To make participation in the minor meaningful to all participants by understanding CAST as offering a platform (and as available, funding) for faculty, staff, and students to create work at the intersection of critical thinking, creativity, and community/public engagement, not otherwise offered by their home departments or offices;
- To engage staff, faculty, and students in CAST program design, events planning, development workshops, and contributions to the larger Brandeis community;
- To encourage our diverse, disciplinary ways of knowing, researching, and creating, while providing opportunities for scholars, artists, change agents, and practitioners in the fields of peacebuilding and conflict transformation (always understood as overlapping categories) to connect and share knowledges and skills, and to engage ways of knowing and acting that may not otherwise be represented in academic disciplines or in the university;
- To provide opportunities for collaboration and creative development among affiliated faculty and staff, and to devote part of every meeting of affiliated faculty and staff to sharing news about our work-in-progress and accomplishments;
- To provide opportunities for faculty and staff development such that performing leadership roles in CAST contributes to the growth of both the program and the individual;
- To work in community while engaging and learning from difference and providing space for dissent; and
- To reflect on the reality that our work may sometimes hold the potential to cause harm to others, and to incorporate ways to minimize such risk in all we do.

Location within the Division of Creative Arts

Although CAST draws on scholarship and practice in the Creative Arts, Social Sciences, and Humanities, and cross-lists electives from all three divisions, the program is located within a single division, Creative Arts, for administrative purposes. Creative Arts has the authority to approve CAST-designated courses and, furthermore, to approve relevant CAST-designated courses for purposes of School distribution. Upon approving a course, that is, Creative Arts may also approve relevant CAST-designated courses for CA division distribution. In cases when CA rejects an approved CAST-designated course for CA division distribution, CAST may ask the divisions of Humanities and/or Social Sciences to approve relevant courses for distribution within either or both divisions.

Selection, Responsibilities, and Terms of Program Officers

As an interdisciplinary program, CAST relies on its stakeholders to volunteer their already limited time to the minor, in leadership roles (co-chairs, undergraduate advising head, capstone advisors, study abroad liaison, and curriculum development, internship development, and faculty development subcommittee members, and so on), as instructors of CAST-listed or cross-listed courses, and as student leaders including undergraduate department representatives and, when possible, student leadership team members. CAST leadership is organized as follows:

1. CAST Chair or Co-Chairs
 - a. When possible, CAST is headed by two co-chairs, normally having different disciplinary backgrounds.
 - b. The Associate Professor of Creativity, The Arts, and Social Transformation and Assistant Director of the Program in Peacebuilding and the Arts (outside the tenure track) normally holds the position of chair or co-chair.
 - i. The above faculty normally offers the core course, CAST 150b, each fall; one capstone practicum each semester; and a third course annually in their field of expertise;
 - ii. The above faculty is reviewed annually and salary recommendations made by a review team consisting of the faculty member's supervisor in the Ethics Center and one Arts and Sciences faculty member affiliated with CAST and holding the same or higher rank than the faculty member being reviewed;
 - iii. The reappointment process, scheduled every three or more years (depending on the length of the individual's contract), includes a review of the candidate's teaching and syllabi; scholarship (research and/or creative work), as relevant to the position; service to the CAST minor, to Peacebuilding and the Arts, and to the Ethics Center; and contributions to the larger university community. The reappointment review team consists of the faculty member's supervisor in the Ethics Center and two Arts and Sciences faculty members affiliated with CAST and holding the same or higher rank than the faculty member being reviewed.

- c. The Associate Professor of Creativity, The Arts, and Social Transformation and Assistant Director of the Program in Peacebuilding and the Arts (outside the tenure track) will seek nominations for the position of co-chair from CAST teaching faculty whose research, creative work, or professional experience has strong relevance for the program and who have active commitments to the program.
 - i. As the co-chair will normally be responsible for reviewing the annual performance of the Associate Professor of Creativity, The Arts, and Social Transformation and Assistant Director of the Program in Peacebuilding and the Arts (outside the tenure track), they should hold an appointment at the same rank or higher.
 - ii. Nominations for co-chair are brought to the CAST affiliated faculty and staff for feedback and approval, normally through a vote held electronically using a Google survey but, as possible, at a meeting of the affiliated faculty and staff.
 - iii. Recommendations for program co-chairs are subsequently forwarded to the Dean of Arts and Sciences for approval.
 - iv. The co-chair normally serves a three-year term.
 - v. CAST seeks to rotate the position of co-chair among faculty from differing disciplinary backgrounds.
- d. Responsibilities of the chair or co-chairs include:
 - i. Chairing meetings of the CAST Executive Committee and of the affiliated faculty and staff;
 - ii. Raising funds to support the CAST program and CAST-designated courses;
 - iii. Managing the curriculum and determining teaching assignments for CAST-designated courses; recruiting and hiring instructors for CAST-designated courses, on a per-course basis; and, with the program administrator, advising the Registrar with respect to the scheduling of departmental course offerings;
 - iv. Supervising faculty and staff personnel and handling personnel matters in accordance with university established appeal and grievance procedures (see below, "Appeal and Grievance Procedures"); mentoring and supporting the development of CAST-affiliated faculty and staff;
 - v. Submitting annual reviews and salary recommendations of the Associate Professor of Creativity, The Arts, and Social Transformation and Assistant Director of the Program in Peacebuilding and the Arts (outside the tenure track), as per 1.b.ii and iii above;
 - vi. Submitting annual curricular and budget planning memos to the Office of the Dean of Arts and Sciences; supervising the program budget during the academic year;
 - vii. Submitting annual reviews of the service of CAST-affiliated faculty/staff to the office of the Dean of Arts and Sciences, supplementing those reviews that affiliated faculty receive in their home departments;

- viii. Attending Division meetings and meetings of program chairs as scheduled by the Dean of Arts and Sciences; and
 - ix. Building connections between CAST, the program in Peacebuilding and the Arts, the International Center for Ethics, Justice and Public Life, and other institutional locations such as the Rose Art Museum and the Office of the Arts.
2. CAST Executive Committee
- a. The Executive Committee has primary responsibility for the curriculum and reports and makes recommendations to the affiliated faculty and staff.
 - b. The Executive Committee normally consists of the chair or co-chairs, the undergraduate advising head, one faculty member from each of the three schools participating in the program (CA, HUM, SS), and one individual holding a staff appointment at Brandeis whose scholarship, research, or whose practice has strong relevance for the program, totaling four to six members;
 - c. Members of the Executive Committee normally hold two-year terms.
 - d. All members of the Executive Committee, including those holding staff appointments, have an equal vote on program decisions.
 - e. Faculty and staff whose research, creative work, or professional experience has strong relevance for the program are recruited to the Executive Committee by the chair or co-chairs, aiming for distribution across schools, centers, and offices as noted above.
 - i. The chair or co-chairs will seek nominations to the Executive Committee from the CAST affiliated faculty and staff.
 - ii. Nominations to the Executive Committee are brought to the CAST affiliated faculty and staff for feedback and approval, normally through a vote held electronically using Google survey but, as possible, at a meeting of the affiliated faculty and staff.
 - f. Members of the Executive Committee normally hold the following leadership roles:
 - i. Chair or co-chairs;
 - ii. Undergraduate Advising Head;
 - iii. Curriculum subcommittee (solicits and reviews courses for cross-listing with the program);
 - iv. Faculty development subcommittee (builds capacity of faculty from various disciplines to work with students in the field of arts, culture, social transformation, and transformation of conflict; encourages faculty and staff to create new CAST courses and to develop a creative practice);
 - v. Internship development subcommittee (works with the Hiatt Career Center to identify CAST-specific internships as capstone experiences for our minors);
 - vi. Advisor to the CAST Creativity Lab (helps maintain this space, housed in the Ethics Center, as a welcoming space for CAST and Creative Writing students; circulates information about the space; maintains the adjoining exhibition space);

- vii. Ad-hoc Faculty Search Subcommittees; see search process, below, 2.g.i.1; and
 - viii. Study Abroad Liaison.
- g. Responsibilities of the Executive Committee include:
- i. In consultation with the affiliated faculty and staff, determining hiring priorities (beyond per-course hires, which are managed by the chair or co-chairs); running searches for and voting on new program hires.
 - 1. The search subcommittee, in consultation with the affiliated faculty and staff and with the Dean's office will:
 - a. Develop the job description,
 - b. Review applications and select candidates for preliminary interviews;
 - c. Invite a short list of candidates to campus for presentations to the larger CAST community; and
 - d. Solicit feedback from the CAST affiliated faculty and staff;
 - 2. The Executive Committee will make a final decision based on a full review of all information, including the c.v., letters of recommendation, publications and professional experience, reputation in the field, interviews with differing stakeholders, and the on-campus presentation.
 - ii. Nominating Brandeis faculty and staff for affiliating in the program; recruiting current affiliated faculty and staff for membership in the Executive Committee; and filling the above leadership roles from among the members of the Executive Committee.
 - iii. Holding and attending meetings of the Executive Committee, usually two each semester.
 - iv. Organizing and attending meetings of the affiliated faculty and staff, usually one each semester.
 - v. Determining the future priorities of the program, including the development of new CAST-designated courses;
 - vi. Through the curriculum subcommittee, reviewing courses for cross-listing with the program;
 - vii. Recommending any changes to program governance, degree requirements, and curriculum to the affiliated faculty and staff for approval;
 - viii. Developing and awarding student prizes;
 - ix. Planning the annual CAST graduation ceremony; and
 - x. Nominating CAST-affiliated faculty and staff for university and external awards.
3. Affiliated Faculty and Staff
- a. Faculty and staff whose research, creative work, or professional experience has strong relevance for the program and/or who teach courses cross-listed in CAST (usually more than one course) may seek affiliation with the program.

- b. Nominations for affiliation are brought to the current CAST affiliated faculty and staff for feedback and approval, normally through a vote held electronically using Google survey but, as possible, at a meeting of the affiliated faculty and staff.
 - c. Responsibilities of the affiliated faculty and staff include:
 - i. Creating CAST-designated courses and/or cross-listing departmental courses with CAST;
 - ii. Advising CAST minors as assigned by the Undergraduate Advising Head in consultation with the student;
 - 1. Advisors are asked to make contact with advisees at the beginning of each semester and/or during early registration periods;
 - 2. Advisors must hold faculty or courtesy faculty appointments.
 - iii. Sponsoring internships and mentoring capstone projects in their field of expertise;
 - 1. Sponsors of internships must hold faculty or courtesy faculty appointments.
 - iv. Attending meetings of the affiliated faculty and staff (normally one each semester); and
 - v. Attending CAST program events, including capstone presentations, graduation ceremony, and presentations of guest speakers and artists;
 - vi. Affiliations are regularly reviewed to confirm active participation in the program as instructors, advisors, internship sponsors, and/or capstone mentors, considered over a two- or three-year basis.
 - vii. Affiliated instructors may apply to the co-chairs for funds to support CAST-relevant guest speakers and artists, to develop and sponsor relevant symposia and other events, and to co-sponsor CAST-relevant events in their home departments.
4. Undergraduate Advising Head (UAH)
- a. The UAH is selected from the members of the Executive Committee.
 - b. The UAH normally serves a two-year term.
 - c. The responsibilities of the UAH include:
 - i. Working with the chair or co-chairs and program administrator to recruit and enroll new minors.
 - ii. Working with the chair or co-chairs and program administrator to plan curriculum.
 - iii. Advising the program UDRs:
 - 1. Working with the UDRs to plan two CAST events each semester, including the CAST Mini-Festival of the Arts and Social Transformation and the graduation ceremony; and to represent CAST at the annual Academic Fair and Admitted Students Day;
 - 2. Working with the UDRs to recruit minors and to engage the larger Brandeis community in our events;

3. Working with the UDRs and the program administrator to promote the program through our website and social media; and
 4. Working with the UDRs to solicit feedback from the minors about the program and curriculum.
 - iv. With the program administrator, tracking undergraduate process toward the degree; approving completion of degrees for the Registrar;
 - v. With the capstone practicum instructor, tracking capstone process; approving capstones; and planning public capstone presentations;
 - vi. Posting announcements to CAST listservs and social media;
 - vii. Holding office hours (the CAST UAH is available to CAST minors during their normally scheduled office hours).
5. Student Leadership Roles:
- a. Undergraduate Departmental [here, Program] Representatives (UDRs), two each year, who:
 - i. Plan and facilitate/host two events each semester;
 - ii. Recruit students to the minor;
 - iii. Solicit feedback and ideas from current minors; and
 - iv. Report to the meetings of the Executive Committee and/or affiliated faculty and staff, as relevant.
 - b. Student Leadership Committee:
 - i. Works with the UDRs, UAH, and Executive Committee to develop the vision of the CAST minor; to increase the visibility of the CAST minor on campus; to plan and curate the CAST Mini-Festival of the Arts and Social Justice; and to maintain and invite use of the CAST Creativity Lab in the Ethics Center.
 - c. Student peer teaching assistants, in CAST 150b and other CAST-designated courses as needed.
6. Additional notes regarding selection of CAST leadership and succession planning:
- a. We strive to limit service responsibilities of those faculty who are new hires and/or tenure track,
 - b. We aim to distribute leadership across the three divisions represented in the program.
 - c. We aim to grow leadership through at least one faculty development event each year, involving the residency of a guest artist-practitioner, and by aiming to move executive committee members from a role on a subcommittee (e.g., the curriculum committee) to the positions of UAH and co-chair.

Procedures Relative to Meetings of the Executive Committee and Affiliated Faculty and Staff

1. The CAST program normally holds two meetings of the Executive Committee and one meeting of the affiliated faculty and staff each semester.
 - a. To facilitate scheduling of and attendance at meetings, affiliated faculty and staff may join meetings electronically.
 - b. Meetings are normally scheduled at the beginning of the semester, and agendas are normally distributed one week in advance.
2. While the co-chairs and Executive Committee strive to build consensus, all major proposals (involving degree requirements, curricular structure, hiring priorities, service obligations, nominations for affiliation, etc.) are put to a vote of the affiliated faculty and staff.
 - a. To facilitate voting by affiliated faculty and staff on proposals brought forward by the Executive Committee, voting will be held electronically (e.g., using a Google survey).
 - b. The quorum for binding votes will be 50% +1 of affiliated faculty and staff on campus during the relevant semester.

Proposing, Reviewing, and Approving New Course Proposals, Curricular Changes, and Changes to Degree Requirements

- a. Written criteria for cross-listing courses, including courses to be designated as “core electives” in CAST, are posted to the CAST website.
- b. Proposals to cross-list courses with CAST are reviewed and approved by the curriculum subcommittee of the Executive Committee. See above, “Selection, Responsibilities, and Terms of Program Officers,” 2.f.iii.
- c. Proposals to create new CAST-designated courses are generated and/or approved by the Executive Committee. See above, “Selection, Responsibilities, and Terms of Program Officers,” 2.f.iv.
 - i. CAST-designated courses approved by the Executive Committee are subsequently forwarded to the Council of the Division of Creative Arts for approval and subsequently to the Dean. See above, “Location within the Division of Creative Arts.”
- d. Curricular changes and changes to degree requirements are brought forward by the Executive Committee for discussion and approval by the affiliated faculty and staff, normally at a full meeting of the affiliates (although a Google survey may be substituted as needed, to allow increased participation). See above, “Selection, Responsibilities, and Terms of Program Officers,” 2.g.vii.
 - i. Proposed changes to degree requirements are then forwarded by the chair or co-chairs to the University Curriculum Committee and Dean for final approval.

Student Advising and Review of Student Progress

1. All CAST minors are assigned a faculty advisor and a capstone mentor (the advisor having a faculty appointment in the university); these may not be the same person, depending on the needs of the capstone and the expertise of available faculty and staff.
 - a. Students may suggest a faculty advisor when they meet with the undergraduate advising head to enroll in the minor; advising assignments are formally made by the UAH.
 - b. Advisors are asked to make contact with advisees at the beginning of each semester and/or during early registration periods;
2. CAST 92a/b internships are sponsored and advised by faculty affiliated with CAST.
3. Capstone projects are advised by the instructor of the required CAST capstone practicum, with additional mentoring provided by a CAST-affiliated faculty or staff member with relevant experience and expertise (selected by the practicum instructor in consultation with the students).
 - a. Capstone projects must be accepted by the practicum instructor and mentor and approved by the program chair or co-chairs; affiliated faculty and staff able to attend capstone presentations are also invited to give feedback;
4. The UAH and program administrator track student progress in the minor.

Provisions for Student Representation and Opinion

1. Undergraduate Departmental Representations have access to the “CASTudrmessages” listserv for communication with current minors; the UDRs should actively seek feedback and ideas from current minors.
2. The UDRs attend and report to meetings of the Executive Committee and/or affiliated faculty and staff;
3. Minors are invited to form a CAST Student Leadership Committee, charged with strengthening the CAST mission and visibility on campus, organizing the CAST Mini-Festival of the Arts and Social Justice, and maintaining and increasing the visibility of the CAST Creativity Lab in the Ethics Center.
4. The program administrator asks graduating students to complete an exit survey evaluating their experience in the program and the advising they received.
5. The program administrator asks current UDRs, graduating students, and alums to submit profiles and news to the CAST website.

Appeal and Grievance Procedures

1. The CAST program maintains a zero-tolerance policy for discrimination, harassment, and bullying.
2. The Brandeis Ombuds Office is a recommended resource for all Brandeis community members—faculty, staff, and students. The Ombuds Office can explain University policies and procedures, help evaluate options before starting a formal grievance procedure, facilitate communication among parties, make referrals, and

- discuss ways to handle a dispute or appeal informally. All contact with the Ombuds Office is confidential (unless you present a danger to yourself or to others).
3. The Brandeis Office of Equal Opportunity (OEO) is responsible for assisting students, faculty, and staff with all issues of discrimination, harassment, and sexual misconduct (including sexual assault, sexual exploitation, stalking, and relationship violence). OEO can receive reports of such conduct and will provide information regarding support resources and interim restrictions, including no contact orders, housing changes, and academic support. OEO can also provide information about what options may be available for taking action, including internal resolution processes and criminal action. In most cases, the decision regarding whether to initiate action will remain with the person who experienced the conduct.
 4. CAST-Affiliated Faculty and Staff:
 - a. The CAST chair or co-chairs should attempt to resolve issues concerning faculty and staff rights or responsibilities, and grievances of affiliated faculty and staff vis-à-vis each other, or within the Executive Committee, through direct discussions with the faculty and staff members involved, when safe and appropriate, and/or through mediation.
 - i. In the event of a dispute or grievance filed by a faculty member hired within or affiliated with CAST that cannot be resolved informally, the program chair or co-chairs will follow the dispute resolution process outlined in the Faculty Handbook.
 - ii. In the event of a dispute or grievance filed by a university staff member affiliated with CAST that cannot be resolved informally, the program chair or co-chairs will follow the dispute resolution process outlined in the document "Appeal Policy and Procedure for Staff," available in the Office of Human Resources.
 - b. Disputes between co-chairs are brought to the Dean.
 - c. Faculty and staff affiliated with CAST may report discrimination related to race, color, ancestry, religious creed, national or ethnic origin, age, genetic information, disability, military or veteran status, gender, gender identity and expression, sex, and/or sexual orientation, from a staff or faculty member (including visiting faculty, post-doctoral fellows, or graduate students acting in an instructional capacity), to Mark Brimhall-Vargas, Chief Diversity Officer, or Sonia Jurado, Director, Office of Equal Opportunity.
 5. CAST Program Administrators and Other Support Staff:
 - a. In the event of a dispute or grievance filed by a CAST support staff member, the staff member's supervisor will follow the dispute resolution process outlined in the document "Appeal Policy and Procedure for Staff," available in the Office of Human Resources.
 - b. Support staff may report discrimination related to race, color, ancestry, religious creed, national or ethnic origin, age, genetic information, disability, military or veteran status, gender, gender identity and expression, sex, and/or sexual orientation, from a staff or faculty member (including visiting faculty, post-doctoral fellows, or graduate students acting in an instructional capacity), to Mark Brimhall-Vargas, Chief Diversity Officer, or Sonia Jurado, Director, Office of Equal Opportunity.

6. Students:
 - a. Students may report discrimination related to race, color, ancestry, religious creed, national or ethnic origin, age, genetic information, disability, military or veteran status, gender, gender identity and expression, sex, and/or sexual orientation, from another student or from a staff or faculty member (including visiting faculty, post-doctoral fellows, or graduate students acting in an instructional capacity), to Mark Brimhall-Vargas, Chief Diversity Officer, or Sonia Jurado, Director, Office of Equal Opportunity.
 - b. Any student who feels they have a grievance regarding an academic matter, including dissatisfaction with grades or grading procedures, should contact the relevant faculty member within a reasonable time frame, if they feel safe doing so, to discuss how the faculty member arrived at the given grade. If such a meeting results in a mutually acceptable solution, then the matter shall be considered closed. If the academic grievance is unresolved by such a meeting, or the student does not feel safe speaking with the faculty member, the student may (a) consult with their faculty advisor about options; (b) file the complaint in writing with the CAST undergraduate advising head, who will initiate a mediation process, or (c) meet with the Brandeis Ombuds Office to evaluate options, as described above in this section, point 2.
 - c. Students have the right to appeal decisions made by the undergraduate advising head to the chair or co-chairs, whose decisions shall be final.

Publication and Amendment of this Document

1. The CAST program governance document will be published on the CAST website.
2. This document will be formally reviewed by the Executive Committee every three years. The Committee will solicit recommendations for revision from the CAST affiliated faculty and staff and bring revised language to affiliates for approval, using a Google survey to allow the most participation.