

Senat. file

THE STATE UNIVERSITY OF NEW JERSEY
RUTGERS

University Senate
Rutgers, The State University of New Jersey
13 Senior Street • New Brunswick • New Jersey 08901-8534
732/932-7642 • FAX: 732/932-7647 • http://www-rcl.rutgers.edu/~rusenate/

January 12, 1999

TO: University Senate Revitalization Committee Members:
Douglas Blair, At-Large New Brunswick Faculty Senator
Natalie Borisovets, Former Senate Chair
Ken Carlson, Former Senate Chair (Committee Co-chair)
David Jefferson Harris, Jr., Board of Trustees Chair
Carl Kirschner, Dean of Rutgers College
Robert Kubey, SCILS Faculty Senator
Paul Leath, Faculty, Former Provost
Richard Levao, Board of Governors Chair
John Ruvolo, Undergraduate Student Senator
Barry Qualls, FAS-NB Associate Dean
Maryann Scoloveno, Nursing-Newark Faculty
Antonia Tripolitis, Former Senate Chair

FROM: Ken Swalagin, Committee Co-chair (Executive Secretary of the Senate)



SUBJECT: **Revitalization Committee Meeting January 19, 1999**
PLEASE NOTE CHANGE OF VENUE

The University Senate Revitalization Committee will meet at 10:00 a.m. on Tuesday, January 19 in the ***Atrium Conference Room, Rutgers Student Center***, College Avenue Campus. Parking is available in the lot behind the Student Center. If you cannot attend, please let me know as soon as possible.

Several items for your review and discussion at our upcoming meeting are enclosed:

- My notes from our December 8, 1998 meeting
- Paul Leath's proposed revisions to the Senate's enabling regulations
- Kathy Scott's (New Brunswick Faculty Council member and University Senate Vice Chair) draft Proposal for enhancing the relationship between the University Senate and the New Brunswick Faculty Council (written, I believe, for Faculty Council rather than Senate consideration)

For your information, we will likely have only two more meetings after this upcoming one. Our brainstorming has already produced ample food for thought for the Senate, but we may want to focus on formulating specific proposals during our last two meetings, and refining those already on the table.

As always, thanks for all your work and input thus far. I hope to see you all next Tuesday.

atts.

Rutgers University Senate
REVITALIZATION COMMITTEE
December 8, 1998

Present: Blair, Carlson, Kirschner, Kubey, Leath, Levao, Scoloveno, Swalagin, Tripolitis

The committee discussed various aspects of the University Senate generally. A summary of this discussion follows.

PRELIMINARY DISCUSSION/ISSUES RAISED:

1. The Senate lost its motivating agenda after the harassment policy was settled, and currently needs a sense of import or urgency.
2. The University Senate labors under heavy uncertainty that its recommendations will be followed, which negatively affects morale, motivation and productivity.
3. Important issues are not being taken up by the Senate. Faculty leaders should caucus university-wide, in a coordinated effort with the Senate and Faculty Council(s) to identify and parse issues.
4. Faculty feel voiceless and disempowered. While a comprehensive Senate has value, it may be prudent assign a majority role to faculty.
5. There is a strong, overarching need for a visible and organized faculty community, the most obvious base for which would be the Senate.
6. Active faculty councils are needed on each of the University's campuses. These councils should caucus regularly and bring issues to the Senate for comprehensive consideration. Is election of faculty Senators from within and by the faculty councils a viable alternative to the current at-large election process?
7. Are faculty workload reductions possible to compensate Senators for their service?
8. The three main Rutgers campuses are much like separate and different types of universities, which makes shared, university-wide governance a complicated but positively diverse process.
9. The Camden Faculty Senate should be broadened to encompass Law and Management as well.
10. Student Senators have created a grassroots initiative body which caucuses the evening before each Senate meeting, and has found the caucuses highly beneficial. The other components of the Senate should follow suit. Faculty caucuses called on university-wide issues could eliminate or reduce competition between deliberative bodies, and duplication of effort.
11. While Senate structure is significant, it may not be the most important issue. Activity and agenda are paramount. There is strong need for a campus quality-of-life agenda, and the Senate is the appropriate forum for that dialog. Separate are academic issues, such as creating programming, which could attract faculty interest. The Senate's composition dooms it to confusion and internal conflict: three campuses with differing needs and agendas, each including members of four separate constituencies. There is a need to incorporate faculty interests with student life to promote interactivity, cooperation, and shared interest within the Senate.

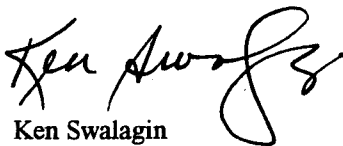
12. If faculties were organized, the existing Senate structure may be entirely adequate and capable of operating as its framers originally intended.
13. Continued strong administrative interest in Senate advice is essential. Efforts should be made to promote timely and open communication between the administration and the Senate, particularly on emerging issues before decisions are made.
14. Although crises unify and mobilize the Senate, faculty councils and other groups, the Senate should strive to identify and act upon important issues before they become critically urgent. Rutgers' administration is well organized and aggressive, forming and implementing plans as quickly and efficiently as possible, but it needs a Senate which can find and address issues for action.
15. The Senate has grown unmanageably large, more than tripling in size since 1970. Calculations establishing the size of the Senate should be revisited with a view toward decreasing unit entitlements.

Senator Kubey wrote and distributed his list of "Some Ideas Toward Senate Invigoration," as follows:

- Look for large issues on which to express the sentiment of the Senate but without getting bogged down in minutiae.
 - Improve speed and timeliness of actions and communication to constituents:
 - Substantially shorten time from a committee passing a resolution to it reaching Senate floor.
 - Urge senators to report to their constituents by listserv on meetings within a day or two of each meeting.
 - Urge senators to consult via constituent listserv on how to vote on issues in advance of Senate debate and vote.
 - Permit senators to quickly copy their constituents by email on a first draft of minutes, and before they are approved, then again later with official approved minutes.
- Provide funding for committees to provide lunch to committee members to improve attendance at meetings. Could be done for entire Senate for perhaps \$4,000 per year. Might be a good investment.

NEXT MEETING:

The next meeting of the University Senate Revitalization Committee will be held on Tuesday, January 19, 1999 at 10:00 a.m. in the Atrium Conference Room of the Rutgers Student Center, College Avenue Campus.



Ken Swalagin
Committee Co-Chair

PROPOSED REVISIONS TO UNIVERSITY SENATE ENABLING REGULATIONS

**By Paul Leath, January 1999
For University Senate Revitalization Committee Consideration**

2.2.0. THE UNIVERSITY SENATE

2.2.1.A DEFINITIONS

Unchanged.

2.2.1.B VOTING MEMBERSHIP AND PROCEDURES

(1) The voting membership of the University Senate shall be the faculty senators, elected by THE FACULTY COUNCILS OF THE THREE CAMPUSES, and from the faculty members of the Faculties, colleges, schools, campuses, and other units of the University as described in C(1)-(5), the student senators as described in section D and six representatives elected by the Alumni Federation. The President of the University, THE VICE-PRESIDENT FOR ACADEMIC AFFAIRS, the Provost-Newark, the Provost-Camden, and SIX DEANS, TO BE ELECTED BY AND FROM THE DEANS OF EACH FACULTY, SCHOOL, AND COLLEGE shall ALSO be voting members of the Senate. The Senate may also appoint non-voting members.

(2) The President of the University or his/her designee shall certify to the Secretary of the Senate the number of faculty members and full-time equivalent students in each unit and the number of members of the graduate faculties on December 1 of each LEAP year for the purpose of determining the NUMBER OF faculty AND STUDENT REPRESENTATIVES for the following FOUR academic yearS. A faculty member shall be counted only in the unit to which his/her faculty line is budgeted, with the exception that a member of the faculty of one of the regional graduate schools will be counted as a faculty member of that graduate school in accordance with C(4) below, in addition to his/her home division.

(3) THE ELECTION OF FACULTY-SENATORS SHALL BE BY THE FACULTY COUNCIL ON THE APPROPRIATE CAMPUS OF THE UNIVERSITY, ACCORDING TO THE DISTRIBUTION DESCRIBED IN B(1) AND B(2) ABOVE, AND THE BYLAWS OF THE APPROPRIATE FACULTY COUNCIL.

(4) For the purpose of being elected to the University Senate, a faculty member, excluding members of the graduate faculties, shall have eligibility to be elected FROM the unit in which the largest share of his/her line is budgeted, providing that in the event a line is equally distributed between or among units, such faculty member shall choose and thereafter continue to be associated with the chosen unit for THESE purposes, except that each faculty senator from Douglass, Livingston, Rutgers, or University College shall be, or shall become a Fellow of the college represented.

(5) unchanged.

(6) When an elected faculty senator leaves THE FACULTY OF the unit represented, the respective Senate seat shall be deemed vacant. WHEN THIS OCCURS, VACANCIES SHALL BE FILLED WITH APPROPRIATE FACULTY MEMBERS, AS DEFINED ABOVE, ELECTED BY THE APPROPRIATE FACULTY COUNCIL, ACCORDING TO ITS BYLAWS.

(7) unchanged.

(8) deleted

(9)->(8) When an elected senator will be on leave for a period of one semester or more, he shall inform the Secretary of the Senate, the dean (or provost if an at-large senator) and the APPROPRIATE FACULTY COUNCIL OFFICER that he-she will be on leave and state whether he or she can attend to Senate business during that time; THE FACULTY COUNCIL (WITH THE ADVICE OF THE DEAN) MAY ELECT A REPLACEMENT FOR THE PERIOD OF THIS LEAVE.

C. FACULTY REPRESENTATION

(1) The University Senate shall have its faculty membership distributed among the units of the University in proportion to the number of faculty members or full-time-equivalent students in each unit as provided in C(2)-C(6) below. In addition, each of the three geographic campuses shall HAVE three senators-at-large, TO BE ELECTED BY THE APPROPRIATE FACULTY COUNCIL.

(2) [at least needs changes to reflect the new configuration of professional schools. We may want to change the formula?]

(3) [at least needs removal of the Faculty of Planning. And probably the formula should be changed?]

(4) [formula changed?]

(5) unchanged.

(6) unchanged.

D.-F unchanged.

G. FACULTY SENATE

THERE SHALL BE A SUBSENATE OF THE UNIVERSITY SENATE CALLED THE FACULTY SENATE, CONSISTING OF ALL FACULTY SENATORS, WHICH SHALL REGULARLY MEET, ELECT OFFICERS, AND ADVISE THE SENATE. ALL ACADEMIC MATTERS PERTAINING TO THE UNIVERSITY, AS DESCRIBED IN SECTION 2.2.2. BELOW, WHICH ARE UNDER CONSIDERATION BY THE SENATE, SHALL BE REFERRED TO THE FACULTY SENATE FOR ADVICE, BEFORE FORMAL CONSIDERATION BY THE UNIVERSITY SENATE AS A WHOLE. ALL BYLAWS AND BYLAW CHANGES OF THE CAMPUS FACULTY COUNCILS MUST BE APPROVED BY THE FACULTY SENATE.

G. STUDENT SENATE

THERE SHALL BE A SUBSENATE OF THE UNIVERSITY SENATE CALLED THE STUDENT SENATE, CONSISTING OF ALL STUDENT SENATORS, WHICH SHALL REGULARLY MEET, ELECT OFFICERS, AND ADVISE THE SENATE. ALL MATTERS RELATING TO THE UNIVERSITY CALENDAR, AND REGULATIONS AFFECTING STUDENTS AS DEFINED IN SECTION 2.2.2 BELOW SHALL BE REFERRED TO THE STUDENT SENATE FOR ADVICE BEFORE FORMAL CONSIDERATION BY THE SENATE AS A WHOLE.

F.->H. EXECUTIVE COMMITTEE

[Add Faculty Senate and Student Senate officers.]

2.2.2. DUTIES AND POWERS OF THE SENATE

unchanged.

2.2.3. PROCEDURES

unchanged.

DRAFT Proposal for enhancing the relationship between the University Senate and the New Brunswick Faculty Council

By Kathy Scott, December 1998

Overview

Rutgers is a complex university, and its governance structures reflect this complexity. University-wide governance is provided by the University Senate, which consists of representatives elected from among the faculty and students of all schools of the three campuses, as well as elected alumni representatives and administrators who serve by virtue of their office. All of these are voting members. The Senate has statutory powers for setting minimum standards for admission, scholarship, and honors, regulating formal relationships among units, recommending norms for teaching loads and for setting the university calendar. It is advisory to the president and the BoG on all academic matters and issues concerning the University community. Campus-wide governance is provided in New Brunswick and Newark by Faculty Councils; in Camden a Faculty Senate represents the Faculty of Arts and Sciences. The NBFC consists of 78 faculty members elected from all of the units in New Brunswick, and is advisory to the University Vice-president for Academic Affairs. The NBFC has no statutory powers, but is the consultative body for all matters of interest to the faculty and academic functions of the NB campus. Each of these bodies maintains a series of standing committees which examine matters as charged and bring recommendations to the full body. (Actually, I'm not sure what Newark and Camden have).

Each of these groups has specific areas of interest. The Faculty Councils are concerned primarily with intra-campus issues which affect faculty, while the Senate is concerned with issues across all three campuses. Nevertheless, there is considerable overlap in their areas of interest, especially as concerns academic matters. Broad academic issues cross the entire university community and many campus-wide questions have parallels at the other campuses. However, these units have at the present little overlap and interaction, although at large representatives from the faculty councils do serve a liaisons to the senate.

This complex governance structure is further complicated by several factors. There is a perception among many faculty that the Senate is ineffectual; perhaps as a consequence there is a lack of serious involvement on the part of faculty. Many of the same faculty members are far more actively involved in the faculty councils, despite the lack of actual legislative powers of these bodies. Not only do the faculty councils present an opportunity to speak as a faculty about issues concerning faculty, but members are elected by their own departments or units, to which they report. Since all senators are elected at-large by faculties or schools, senators lack close ties to their constituencies. Although the senate speaks for the entire university community, and for all of the segments of that community which should be consulted by the President, the individual voices are lost in the sum. Many of those who have participated in the senate feels that it speaks for no one.

The proposal outlined below attempts to address some of these problems, reconnect faculty senators with their constituencies and enable the senate to speak for the university community without losing the individual voices. Since the senate is currently conducting a self study to revitalize the functions of this body (a process recently carried out by the NBFC) we feel that it is timely to redefine the functions of these bodies and the way that academic and community issues are considered within the governing structures of a complex University. We believe that the proposed changes will strengthen the role of faculty and community governance within the University as a whole and within the individual campuses.

Proposed Changes

We suggest that some of the problems outlined above could be eliminated by first, by establishing a Faculty Subsenate which would meet separately and vote on issues that fall within the area of traditional faculty governance, and second, enhancing the links between the Faculty Councils and the Senate. This proposal deals only with restructuring the relationship between the New Brunswick Faculty Council and

the Senate, but this model could be extended to the other campuses. We strongly feel that such a restructuring should be discussed by the faculty bodies at Newark and Camden, both individually and at a joint meeting of all three units. In the proposed revision, the basic electoral structure and advisory functions of the NBFC will remain unchanged, with the council continuing to act to consider broad academic and faculty issues and advise the Vice-President for Academic Affairs on the resolution of matters internal to the New Brunswick campus.

We suggest that the faculty senators meet as a Faculty Subsenate before each full Senate meeting to discuss issues prior to the meeting; if these meetings were held on the same day as the Senate meetings it would not increase travel obligations for members. Either the chair or the Vice-chair of the Senate could assume responsibility for calling the caucus; alternatively the caucus could elect a leader to coordinate meetings. The Secretary of the Senate would reserve a room for use of the faculty caucus before each Senate meeting, as is now done for student senators. This caucus would function in two ways. It would serve as a forum for discussion of issues which will be considered at the full Senate meeting. The caucus could also choose to vote on issues, particularly where an issue is within the area of traditional faculty governance. This vote would be reported to the full senate as part of the discussion on each issue, and reported to the President and BoG with the vote of the full senate. Formation of a Faculty Subsenate or caucus would not require any change in university regulations. The Senate is empowered by regulation 2.2.3.I. to form subsenates, so that this would require only a change of senate practice.

It is to be expected that the consensus of the individual constituencies within the Senate would differ on some (many, most) issues. We also recognize that on some issues one of the individual constituencies might be the most critically affected or concerned, and on these occasions we would expect the President and BoG to be guided by the advice of that constituency. Separate reporting of the vote of the individual caucuses (faculty and student) would allow this to be taken into consideration. In certain cases, we would expect that faculty councils, student governing associations and the alumni federation responses would be reported as background to the senate response. It would be the responsibility of the Senate to ensure that these responses were solicited.

We believe that it would strengthen both the Senate and Faculty Councils to enhance the links between these organizations, as well increasing communication about important issues across the campuses. In this proposed reorganization, a proportion of the faculty senators who represent New Brunswick units would be elected from within the New Brunswick Faculty Council, with some members serving on both bodies. These members should represent a cross section of the units within New Brunswick. There are currently 66 faculty senators elected from New Brunswick, and 78 members of the Faculty council. We propose that one-half (or thirty-three of the current senators) of the New Brunswick faculty senators be elected directly from the New Brunswick Faculty Council. The number of senators to be elected directly from the units would be adjusted accordingly. The three at-large members from New Brunswick would continue to be the Chair-elect, Chair, and Past Chair of the Faculty Council; we suggest that this be extended to the other campus governing bodies. This plan would provide sufficient overlap to ensure coordination and communication between the two governing bodies, but would still allow wide participation in governance functions.

This change in the number and method of election of senators would require a change in University regulations. University regulation 2.2.1 Section C, paragraphs (1) through (6) define the number of faculty senators to be elected from each unit, based on the number of budgeted faculty lines or full-time equivalent students (one senate representative per 45 lines or 600 full-time equivalent students). The distribution of representatives would have to be changed to reduce the number of senators elected directly from individual units and enable the election of senators directly from Faculty Council. The total number of elected representatives may change in any case if the size of the senate is redefined by the revitalization committee.

Changing the method of election so that senators are elected by faculty council could be accomplished in one of two ways. Senate regulations (Regulation 2.2.1 B. (3)) currently state that the election procedure

within each unit is to be determined by the unit's by-laws. In order to change the electoral procedure to allow senators to be elected from faculty council, either this regulation would need to be changed, or each unit would have to agree to amend its by-laws. We would suggest that this regulation be changed to read that the election procedures on each campus would be determined by the Faculty Council. This would enable changes to be made in the procedures in the future without action of the BoG.

Although overlap in membership will enhance communication, we would also like to propose some more formal mechanisms to ensure that this happens. We suggest that at the beginning of each academic year, the Executive Committee of the Senate meet with the Chairs and Vice-chairs of the Faculty Councils from the three campuses to discuss issues of mutual interest and to determine where various issues should best be discussed and examined. These discussions should also include the administrative liaisons to the Senate. Some issues under consideration by individual Faculty Councils may warrant discussion in the wider forum of the Senate. (A case in point would be the studies done by the NBFC of issues relating to retirement, which is certainly an issue that affects all of the campuses.) Conversely, some issues which are the legislative domain of the Senate should also be discussed in the individual campus bodies to ensure wide consultation (for example, the University calendar, any academic issue).

Coordination of committees would also increase communication and reduce duplication of effort, and we suggest that committees with parallel charges meet jointly on charges of mutual interest. We suggest that this would be particularly important for committees such as Budget/Budget and Planning and Educational Policy/Undergraduate Educational Policy. Greater coordination among committees could also be achieved by ensuring that the Committee on Committees of the Senate distributes the Faculty Council Senators among the committees and that the Faculty Councils assign their Senators to the parallel committees. Some of the Senate Committees are unique (Calendar Committee, Appeals Committee, Rutgers University and the Public) and should remain so, but there should be a greater effort to have the deliberations of these committees reported to the Faculty Councils and have a Faculty Council Senator assigned to each. These senators would have the responsibility of reporting on the activities of their committees to the Faculty Councils.

Finally, greater coordination between the Senate and the New Brunswick Faculty Council could be assured by combining their support structures in a single office. The Senate Office currently has two full time staff (Secretary of the Senate and a secretarial position) and the faculty council has part-time secretarial support. We suggest that these resources be combined to set up an office of University Governance in which the Secretary of the Senate and his/her assistant provide the necessary skilled support and continuity while the part time-line be used to reduce the burden of standard secretarial work for both offices. We have not suggested that the office directly provide support to the Newark Faculty Council and the Camden Faculty Senate first, for geographic reasons, and second because we believe that these units receive support respectively from the Newark Provost and Camden FAS offices. We would, however, suggest the Office of Governance be responsible for maintaining e-mail distribution lists of members of all of these organizations, as well as links on the Office of Governance web page to the individual organization web pages and lists of members.

Implementation

The changes in electoral procedures cannot be instituted until the appropriate changes are made in University regulations. However, the meeting of faculty senators as a caucus is consistent with Senate rules and practice as concerns student senators. This proposal can be implemented immediately. Once regulations are in place changing the electoral procedure, the number of Faculty Council Senators elected each year would be a fraction of the vacant senate lines. Since approximately one-third of the faculty senators are elected each year, full implementation would take three years. However, this will allow current senate members to complete their terms, and ensure that the Faculty Council Senators had overlapping terms.