

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/>

November 30, 1998

TO: University Senate Revitalization Committee Members:
Douglas Blair, At-Large New Brunswick Faculty Senator
Natalie Borisovets, Former Senate Chair
Emily Carey, SCILS Graduate Student Senator
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 December 8, 1998

The University Senate Revitalization Committee will meet at 2:00 p.m. on Tuesday, December 8 in the Third-Floor Conference Room of Winant's Hall, College Avenue Campus. If you cannot attend, please let me know as soon as possible.

Our tentative agenda for the upcoming meeting is:

1. Schedule Next Meeting
2. Review the Committee Charge
3. Establish Advocacy
4. Identify Primary Areas of Discussion/Exploration
5. Determine Need for Research, and Assign
6. Review Individual Lists of "Ten Issues for Senate Consideration"
7. Adjourn

My notes from the first meeting are attached.

Thanks again for your involvement in this committee's discussions. I hope to see you all at the meeting.

att.

Rutgers University Senate
REVITALIZATION COMMITTEE
November 17, 1998

Present: Blair, Borisovets, Carey, Carlson, Harris, Kirschner, Kubey, Leath, Levao, Qualls, Swalagin, Tripolitis

Excused: Scoloveno

Absent: Ruvolo

After introductions, the committee began a general discussion of the current state of the University Senate.

PRELIMINARY DISCUSSION/ISSUES RAISED:

1. Lack of effectiveness of university senates is a national problem.
2. What is the role of the University Senate relative to the dynamics of Rutgers as a major research university? Which other institutions should be considered Rutgers' peers when examining relevant problems, and how should that examination proceed? What are the problems specific to shared governance involving distinguished research faculties?
3. No university-wide faculty-only forum exists at Rutgers. Faculty do not know each other.
4. Some faculty will never participate in the Senate due to other responsibilities, but more faculty may be attracted if some of the lesser-known responsibilities of the Senate were publicized.
5. Does the Senate, even when operating at maximum efficiency, unnecessarily slow or hinder the university's administrative processes?

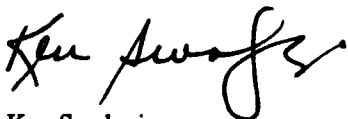
EXISTING PROBLEMS: Chairperson Carlson asked the committee to identify problems which currently affect the Senate. Comments, questions and suggestions included:

1. Committee meetings and schedules are cumbersome and inefficient.
2. Important issues are not being covered, but instead are being acted upon administratively and without prior consultation with the Senate. Administrative offices and committees have taken over certain of the Senate's responsibilities. How can the Senate encourage prior notice from the administration on emerging issues in time to formulate advice?
3. The Senate Handbook and quoted University Regulations, while difficult to understand, suggest that the University Senate is actually imbued with considerable power, and should be at the forefront of discussion of important issues. A consistent compact between the Senate and university administration is needed.
4. The Senate was not involved in formulation of the University's Strategic Plan.
5. There is not enough time for deliberation on all issues, and to consider subtleties of contexts. Senate powers are too broad to be manageable.
6. The Senate lacks clear objectives and the resources to accomplish them.

7. The need to revitalize faculty interest in the Senate outweighs the need to revise the Handbook or Senate's responsibilities. Toward that goal, a series of specific, concrete agendas not viewed by the administration as emergencies should be formulated and broadcast to the University community as being considered and acted upon by the Senate. Policy and areas for development should be included in these agendas.
8. The Senate should sponsor open debates on big, perhaps controversial, issues such as the role of athletics or access to majors.
9. Senators frequently do not know, or cannot easily identify, their constituencies, and vice versa.
10. The Senate is too large, being more than triple the size of the 1970 Senate.
11. University Regulations grant the Senate the authority to create subsenates. Consider formation of faculty and student subsenates/caucuses.
12. Some issues should be the domain of faculty only. Could these situation be addressed by the formation of faculty-only Senate standing committees?

PROCEDURAL ITEMS:

- Doug Blair has set up a discussion website for the Revitalization Committee at <http://star.rutgers.edu/forums/index.cfm?CFApp=7&>
- It was suggested that the University Senate is not a place for quick action, but that it should instead consider large issues over a long time. Ken Carlson asked the committee members to list ten such issues affecting Rutgers University which could be taken up by the Senate, and to share those lists with the committee, by either posting them to the website or bringing them to the next meeting.
- The next meeting was scheduled for Tuesday, December 8, 1998 at 2:00 p.m. in the Third Floor Conference Room of Winant's Hall, College Avenue Campus.



Ken Swalagin
Committee Co-Chair

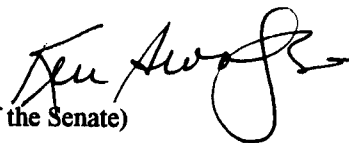
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October 20, 1998

TO: University Senate Revitalization Committee Members:
Douglas Blair, At-Large New Brunswick Faculty Senator
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Emily Carey, SCILS Graduate Student Senator
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Maryann Scoloveno, Nursing-Newark Faculty
Antonia Tripolitis, Former Senate Chair

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



SUBJECT: **Revitalization Committee Meeting November 13, 1998**

Thank you for joining the membership of the University Senate Revitalization Committee. We look forward to lively and productive discussions from this select group.

Our first meeting will take place on Tuesday, November 17, 1998, beginning at 2:30 p.m. in the Third-Floor Conference Room of Winant's Hall on the College Avenue Campus. Parking is available at the Old Queen's lot. Please stop at the guardhouse as you drive in to identify yourself as a Senate committee member so you can be directed to visitors' parking. Call (732 932-7642) or e-mail (swalagin@rci.rutgers.edu) Ken Swalagin at the Senate office if you need directions to Winant's Hall.

The Revitalization Committee's charge, as it now stands, is attached. We may add to or otherwise modify the charge as our discussions progress. Also attached is a meeting agenda.

Enclosed for your information are the Senate Handbook, as well as a summary of the most relevant sections of the Handbook. The summary may be a good starting point for exploration of the lesser-known aspects of the University Senate's purpose and processes. We will be reviewing this summary when we meet. We may send additional background materials before the meeting. Likewise, if you would like anything distributed to the committee prior to the meeting, contact Ken Swalagin.

We will discuss scheduling of subsequent meetings when we assemble, but we recognize that some of you may not be able to join us on November 17th. Minutes and/or a summary of all meetings will be sent to all committee members as soon as they are available.

We look forward to working with you on this project. Thank you again for your involvement.

Charge to the *Ad Hoc* University Senate Revitalization Committee

Examine the tradition, practices, policies, and goals of the University Senate, and make recommendations for improvements, particularly in the broad areas of:

- Increasing member involvement and participation in the Senate;
- Promoting effective fulfillment of the responsibilities assigned to the Senate by its enabling regulations, and formulating appropriate changes to the relevant regulations and/or provisions of the Senate Handbook and bylaws;
- Refining the relationships between the Senate, the University's governing boards, its various constituencies, and the University administration;
- Soliciting from the University community those issues which should be parsed by the Senate and its standing committees;
- Emphasizing the responsibilities of Senators to their constituents, and to the Senate and University; and
- Enhancing the standing and public image of the University Senate, both within and outside of Rutgers University.

The Revitalization Committee shall be composed of Senators and non-senators representing faculty, administrators, alumni and students, who should strive to obtain input from as many concerned, relevant sources as possible in addressing this charge.

University Senate Revitalization Committee
November 17, 1998, 2:30 p.m.
Winant's Hall Third-Floor Conference Room

A G E N D A

1. Introductions
2. Gather contact and directory information
3. Identify desirable data, needed research, and methods of information-gathering
4. Review committee charge
5. Review and discuss Senate Handbook summary
6. Schedule future meetings

UNIVERSITY SENATE HANDBOOK SUMMARY

Summary of Senate Enabling Regulations

2.2.2. Duties and Powers of the Senate.

A. The Senate shall concern itself with all academic matters pertaining to the University. Taking into account the diverse functions of the separate units of the University, it shall establish minimum standards respecting admission, scholarship and honors. The Senate shall also regulate formal relationships among academic units within the University, including the organization of the disciplines, recommend norms for teaching loads, and establish the University calendar. The Senate shall in addition have such other powers as the Board of Governors may delegate to it.

B. The Senate shall advise the President on matters of broad educational and research policy, which matters include but are not limited to: (a) budget priorities and allocations and general planning, (b) the establishment or dissolution of colleges, schools, divisions, institutes, and similar educational units, (c) special affiliations and programs, (d) regulations affecting students and faculty, such as those concerning academic freedom, equal opportunities, and personnel practices and procedures, and (e) such changes in educational and research policy as are covered in the University Regulations and Procedures Manual. The Senate may also initiate action on these matters. The President of the University shall act on such matters only after having received the advice of the Senate or after giving the Senate a reasonable time in which to present its views. If there is a question as to whether a matter is of broad educational and research policy, the Senate Executive Committee shall be informed in order to determine Senate action on that matter. When special circumstances require prompt action, and when the Senate as a body is either out of session or not available for timely consultation, the President shall ask the Executive Committee of the Senate to convene as expeditiously as possible, in order to hear the reasons why emergency action seems necessary and to provide counsel on both the assessment of the situation and the proposed course of action. If the full membership of the Senate Executive Committee cannot be convened within a reasonable period of time, the President shall consult with such members as can be convened by the Secretary of the Senate. At the earliest possible opportunity, a report on such emergency action shall be presented to the full Senate.

(1) The President of the University shall, with respect to such matters, communicate to the Board of Governors, or to any other such agency to which he or she may report, the views of the Senate along with his or her own report and/or recommendation. Either at the request of the President or the Board of Governors, or upon its own initiative, the Senate may by resolution advise the President or the Board of Governors on any matters of concern to the University. The Senate shall be informed of the President's recommendation on matters on which the Senate has taken action prior to the meeting of the Board of Governors or its appropriate committee. Whenever the Board of Governors or one of its committees is considering a recommendation from the Senate, an appropriate additional representative of the Senate shall be invited to present the views of the Senate. The President shall inform the Senate of the disposition of all of its recommendations.

(2) In matters of significant consequence to the University's broad educational and research policies, a representative of the University Senate may appeal, on the Senate's behalf, to the Educational Planning and Policy Committee of the Board of Governors an action of the President of the University in which the representative alleges that the President has acted contrary to any of the following provisions: policy of the Board of Governors; these Regulations; State or Federal Law; a contract to which the University is a party except contracts involving collective bargaining; practice

well established in the absence of Board policy or University Regulation; or the University's best interest in an action which establishes a policy in a matter not regulated by any of the foregoing. If the Educational Planning and Policy Committee finds that the decision questioned is consequential and that the issue requires interpretation under any of the provisions above, the Committee will request the advice of the Senate on the issue if that has not already been offered and will refer the question to the Board of Governors for resolution.

- C. Any major decision in any academic or administrative matter affecting the faculty or students made at a departmental, college or any other internal level which requires prior consultation with the affected bodies, under provision of a policy of the Board of Governors, of these Regulations, of State or Federal law, of a contract to which the University is a party except contracts involving collective bargaining, or of a practice well established in the absence of Board policy or University Regulation, or which establishes a policy in a matter not regulated by any of the foregoing provisions, may be appealed to the University Senate by the faculty or any division thereof or the student governing body of any interested unit of the University on the ground that the faculty or student body was not adequately consulted prior to making the decision. The appeal shall be made in writing, and shall include copies of any relevant document and a short statement of the reasons why the appellant believes this paragraph of University Regulations is applicable and the decision should be reconsidered. If the Senate decides to hear the appeal, the decision shall be suspended while the appeal is pending unless the President of the University determines that it is not practical to do so. If the President so determines, he or she shall set forth in writing the reasons for his or her action. The Senate may exercise its power directly or provide that appeals be heard and decided by a committee. The Senate will not conduct a new hearing for the purpose of taking testimony but will act on the record of the committee's proceeding. The record will include a finding of facts on which the committee based its conclusions.

SENATE REPRESENTATIVES TO THE BOARD OF GOVERNORS AND THE BOARD OF TRUSTEES

By action of the respective Boards, the Senate annually elects representatives to serve, with full voice but without vote, on the Board of Governors and the Board of Trustees of the University. The three representatives to the Board of Governors are: one elected faculty senator who is a full-time faculty member, the chairperson of the University Senate ex officio, and one elected student senator. The four representatives to the Board of Trustees are: two elected faculty senators who are full-time faculty members, one elected graduate student, and one elected senior, junior, or sophomore undergraduate student.

The Senate has instructed these representatives to consult among themselves to ensure complete coverage of all meetings of the Boards, and to report regularly to the Executive Committee and to the Senate. The representatives are expected to be vigilant and to bring to the attention of the Executive Committee any matters before the Boards which appropriately should involve Senate advice before final decisions are made.

Senate representatives are assigned to committees of the Governors and Trustees by those bodies. They must observe any limits of confidentiality imposed by participation in committee meetings.

Each Senate representative serves as a faculty or student voice, and as an advocate of the Senate view when appropriate, to the members of the Boards. Each also performs a liaison function by informing the Senate and the University community, to the maximum extent possible, of the activities of the Boards.

On February 21, 1992 the Senate resolved that when not serving as elected, voting members of the Senate, the Graduate Student Representative to the Board of Trustees, the Undergraduate Student Representative to the Board of Trustees, and the Student Charter Trustees shall be non-voting members of the University Senate.

REPORTS TO UNIT CONSTITUENCIES AND REGIONAL CAMPUS FACULTY LIAISONS

On February 2, 1990 the Senate resolved to urge that Senators report to their constituencies at every scheduled meeting of the constituencies, and that the head of each constituency list such a report on the agenda of all scheduled meetings.

On February 21, 1992 the Senate resolved that one senator who is also a New Brunswick Faculty Council member serve as official liaison. This individual shall report on a regular basis to the Senate concerning activities of the New Brunswick Faculty Council.

ROLE OF THE SENATE

I. The University Senate, with its standing and ad hoc committees, and its Executive Committee, shall exercise the following powers and functions:

A. Legislative Functions

The Senate shall regularly review, revise and otherwise regulate and legislate those matters specifically assigned to Senate jurisdiction by University Regulation 2.2.2.A., which include:

- establishing minimum standards respecting admission, scholarship and honors;
- regulating formal relationships among academic units within the University, including the organization of the disciplines;
- recommending norms for teaching loads; and
- establishing the University calendar.

B. Advisory Function

The Senate shall study and advise on matters listed in University Regulation 2.2.2.B. on its own initiative, or when these matters are brought to the Senate's attention by the central administration, by colleges, faculties and divisions of the University, or by special-interest groups or individuals within the University.

1. Those matters include all matters of broad educational and research policy including, but not limited to:
 - a. budget priorities and allocations, and general planning;
 - b. establishment or dissolution of colleges, schools, divisions, institutes, and similar educational units;

- c. special affiliations and programs;
 - d. regulations affecting students and faculty, such as those concerning academic freedom, equal opportunities, and personnel practices and procedures; and
 - e. such changes in educational and research policy as are covered in the University Regulations and Procedures Manual.
2. The President shall act on such matters only after receiving the advice of the Senate, or giving the Senate a reasonable time to present its views (University Regulation 2.2.2.B.).

C. Appeal Function

On September 29, 1970, the Senate passed a motion, pursuant to University Regulation 2.2.2.C., establishing an Appeals Committee of the Senate, and providing that: Any faculty or student governing body may file an appeal as provided under University Regulation 2.2.2.C. with the Secretary of the Senate. The Secretary of the Senate will refer the appeal to the Appeals Committee which will decide whether or not to entertain the appeal. If the Appeals Committee decides to hear the appeal, or if the Senate directs that it do so, it shall render a decision and file it with the Secretary of the Senate, who will immediately serve a copy on the appellant. If the decision is adverse to the appellant, the appellant may appeal the decision to the Senate. If an appeal is not filed within 30 days of the Secretary's receipt of the committee's decision, the Committee's decision shall be deemed to be the decision of the Senate in the matter.

The Senate shall consider and decide appeals filed with the Secretary of the Senate by the faculty or any division thereof, or by the student governing body of any interested unit of the University, on the ground that the faculty or student body was not adequately consulted prior to making a major decision on an academic or administrative matter affecting the faculty or students made at a departmental, college or any other internal level, as provided in University Regulation 2.2.2.C.

D. Initiative Functions

In accordance with the provision in University Regulation 2.2.2.B.(1) that the Senate may upon its own initiative advise the President or the Board of Governors on any matter of concern to the University, the Senate shall:

1. Independently request and gather information from the central Administration concerning the Administration's ongoing and projected activities.
2. Participate on a formal and regular basis with the Administration in development of long-range plans for the University.
3. Advise the Administration on the feasibility and propriety of such plans and activities, on their value to the University community, and on their implementation.
4. Seek out, on its own initiative, substantive issues needing present attention, or anticipated for the future.
5. Set in motion appropriate mechanisms for independent Senate studies, projects, and programs designed to serve the interests of the University community.

ROLE OF THE CENTRAL ADMINISTRATION

- 1 (a). The President delivers to the Secretary of the Senate, in timely fashion, written statements concerning budgetary, academic and physical plant proposals, priorities and timetables, and identifies the University committees and administrative staff responsible for those plans, their study and implementation. Normally, the Senate requires four months in order to act on such proposals.
- (b). The President delivers an annual "State of the University" report to the Senate, preferably at the first Senate meeting of the academic year.
2. Throughout the year, the President or his/her representative regularly advises the Senate Executive Committee concerning revisions in the Administration's agenda, formation of new University study groups, additional proposals and their timetables, etc. To preclude the need for hasty Senate action on any issue, the President or his/her representative advises the Executive Committee at its monthly meeting, and between meetings maintains communication through the Chairperson or Secretary of the Senate.
3. The President assigns individuals from the central Administration as resource persons to Senate committees. A list of these resource persons is given to the Executive Committee in July. At the request of Senate committee chairpersons, administrative resource persons attend committee meetings, supply up-to-date information on pertinent Administration activities, and provide resource data. These resource persons also keep the Administration informed about the work of the Senate committees.
4. The Central Administration, through its liaison officer to the Senate Executive Committee, informs the Executive Committee of the formation of major committees or decision-making groups, and asks the Senate Executive Committee to recommend a person or persons to be appointed by the Administration as a member of such committees or bodies. The Executive Committee may, on its own initiative, state the Senate's interest in having a member on such committees or bodies. Normally, such requests are honored.
5. The President or his/her representative will respond at Senate meetings to questions which have been previously submitted. Senators are urged to submit written questions for the President about matters of concern to them or their constituents. These should be sent or brought to the Senate Office for delivery to the President, and should be received at least a week prior to the Senate meeting. The President or his/her representative will then be prepared to answer these questions in the Administrative Report at the next Senate meeting. This does not preclude asking questions from the floor at Senate meetings.

TRANSACTING SENATE BUSINESS

Procedures adopted by the Senate require that all new matters be referred to committee before coming to the Senate, and that all recommendations and resolutions be distributed in advance of their consideration on the Senate floor. Reports or resolutions to be distributed with the agenda should reach the Secretary at least two weeks before the date of the Senate meeting.

Senators who plan to move amendment of a committee resolution should notify the committee chairperson prior to the meeting. Substantive amendments must be given to the Secretary in writing.

COMMITTEES OF THE SENATE

Each committee is also encouraged to initiate study and to formulate recommendations on any policy issue within its purview as defined in the general charges which appear on the succeeding pages of this Handbook. Senate committees are advisory to the Senate, and report directly to the Senate unless otherwise instructed.

The Executive Committee has established the policy that committees should try to handle meeting notices and correspondence from their own resources. If this is impossible, the Senate Office should be contacted to arrange for assistance. The Secretary of the Senate should be kept informed of committee meetings, agendas, and attendance, and furnished with a copy of committee minutes.

It is important that committee business be transacted as efficiently as possible to maintain the productivity of the Senate. It is hoped that all committee members will participate in deliberations, but there is no established minimum number of members required to be present. If some members cannot attend on the date set for the committee meeting, the other members should proceed to develop recommendations and submit a report based on the opinions of those present. Senate procedures require that the names of all committee members be listed on all reports. Committee chairpersons are responsible for circulating the written committee reports to members in advance of submission to the Senate so that those who may object can submit a minority report or have their name listed as not concurring.

The progress of business in Senate committees is monitored by the Secretary of the Senate and by the Executive Committee.

STRUCTURE AND OPERATIONS OF SENATE COMMITTEES

I. Structure

- C. A few nonsenators with expertise appropriate to a committee's work may be invited to hold membership to increase committee effectiveness. Nonsenator committee members shall have the same rights as the Senator members of the committee, including voting privileges, within their committee of membership only.

II. Operations

- A. In May, the chairperson of each standing and ad hoc committee should submit a written Annual Report to the Secretary for distribution to the new Executive Committee. The report should include: the past year's agenda, how each issue was resolved and which matters need further work, other activities pursued by the committee, suggested areas for future study problems encountered, recommendations for improving the committee's role or structure, etc. Copies of these reports, plus resource data and other materials, are to be given to the next committee chairperson by the Secretary of the Senate.
- B. A meeting of all chairpersons and the Executive Committee will be scheduled as soon as possible after the committees have been established. At this meeting the Executive Committee will explain all committees' general procedures and substantive concerns, as appropriate, will acquaint the chairpersons with one another, and will suggest areas where committee interests overlap so that efforts are not duplicated or where cooperative efforts may be useful. A second meeting of this group may be held at the beginning of the spring semester.

The Secretary will transmit specific matters to each committee for study and action with the fullest possible background information. The Secretary will also advise committees with respect to procedures, timetables, and resource persons. If committee chairs have questions about matters specific to their committees, they may schedule individual conferences with the Executive Committee.

- C. Standing committees are encouraged to initiate studies and projects of their own choosing on matters within their province as defined in their general charge. Committee reports on such independent activities may eventually come to the Senate for action in the same way as reports on specifically referred charges. Chairpersons shall keep the Executive Committee informed of such work through the Executive Committee member assigned to them or through the Secretary.

III. General Charges

1. EXECUTIVE COMMITTEE

d. Liaison Function of the Executive Committee

To arrange for and monitor compliance with liaison arrangements among Senate committees, the Administration, and University committees.

To be the buffer between the Administration and other University groups and the Senate, guarding the Senate's rights and responsibilities from encroachment by keeping in close touch with persons and events in the University community.

2. ACADEMIC CALENDAR AND COMMENCEMENT COMMITTEE

To study issues affecting the Academic Calendar.

To receive comment from all sectors of the University community concerning the Academic Calendar.

To offer recommendations for the University Academic Calendar to the University Senate for action.

To monitor unit departures from the University Academic Calendar.

To review matters concerning the University Commencement, and make recommendations, as needed.

3. COMMITTEE ON ACADEMIC FREEDOM AND RESPONSIBILITY

To examine issues of academic freedom and responsibility.

To advise the Senate regarding policies and procedures that will enhance fulfillment of the University's teaching, research and service missions.

The Committee shall deliberate upon matters referred to it by the Executive Committee and the full Senate, and may consider matters referred to it by any member of the University community. The Committee shall consider the impact of pending Senate business on academic freedom and responsibility and inform the Executive Committee of items which have such ramifications. The Committee may sponsor public events such as lectures, conferences, hearings, and debates related to academic freedom and responsibility.

4. ACADEMIC PERSONNEL COMMITTEE

To survey the general policy of the University with respect to the rank and standing of all faculty personnel.

To review all procedures and regulations by which appointments, promotions and tenure are governed.

To study the relations of the faculty members to administrative officers and the manner in which administrative requirements affect faculty.

To consider patent policies of the University.

5. APPEALS COMMITTEE

To hear appeals filed in accordance with University Regulation 2.2.2.C. concerning administrative decisions (see p. 7) and to render decisions with respect to these appeals according to procedures adopted by the Senate (see p. 15)

6. ATHLETIC POLICY COMMITTEE

To advise the administration, through the Senate, on policies governing the athletic fees, programs, and facilities of the University.

7. BUDGET COMMITTEE

To select and study policy issues associated with the University's budget, including priorities and allocations of funds, and to develop recommendations to the Senate.

To evaluate the probable financial impact of proposed new programs being considered by the Senate.

9. EDUCATIONAL POLICY COMMITTEE

To review the broad educational and research policies of the University and to formulate minimum standards of admission, scholarship and honors.

To examine and evaluate problems pertaining to University-wide operations such as the Libraries and Computer Services.

10. EQUAL OPPORTUNITY COMMITTEE

To advise administrative officers and others, through the Senate, on questions relating to actual, possible or alleged discrimination as it affects the students, faculty, and staff of Rutgers or Rutgers' responsibility to the public.

11. INVESTMENTS ADVISORY COMMITTEE

To receive, study, and make recommendations to the Senate, and through it to the Board of Governors and Board of Trustees, with respect to requests from members of the University community or others with a legitimate interest regarding Rutgers University investments.

To consider, study, and make recommendations to the Senate, and through it to the Board of Governors and Board of Trustees, with respect to any investment policies of the University which may involve ethical and moral principles as established by the Boards of Governors and Trustees.

13. PLANNING COMMITTEE

To review formal relationships among academic units within the University, including the organization of disciplines.

To advise the President, through the Senate, on the establishment or dissolution of colleges, schools, divisions, institutes and similar educational units, as well as special affiliations and programs.

14. COMMITTEE ON RESEARCH AND RESEARCH ADMINISTRATION

To evaluate and recommend policies concerning both internal funding for research and the conditions under which external research funds are solicited, accepted and administered.

15. COMMITTEE ON RUTGERS UNIVERSITY AND THE PUBLIC

To make recommendations to the Senate concerning advice to the University Administration about meetings, forums, and conferences on major issues in educational policy and public service.

To study and make recommendations on relationships between the University and the public.

16. STUDENT AFFAIRS COMMITTEE

To examine and address general student interests in University policies and operations, including, but not limited to, such matters as University policies on student use of drugs and alcohol, on reporting student records, and on regulating dormitories and fraternities.

To further concern itself with student disciplinary procedures, student health services, bookstores, etc.

17. COMMITTEE ON UNIVERSITY GOVERNANCE AND ROLE, COMPOSITION & FUNCTION OF THE SENATE

To study, report on, and make recommendations to the Senate on all matters pertaining to University governance.

To review all matters relating to the composition of the Senate (University Regulations 2.2.1. through 2.2.1.D.).

To study and make recommendations to the Senate on matters relating to the role and function of the Senate as a body within the University governance scheme (University Regulations 2.2.2. through 2.2.2.C.) as well as the role and function of internal structures and processes of the Senate itself (University Regulations 2.2.3. through 2.2.3.K.).

ATTENDANCE AT SENATE AND SENATE COMMITTEE MEETINGS

To encourage attendance at Senate and Senate committee meetings, the Secretary has been directed to keep an attendance record for each Senator and to publish the attendance record prior to the annual election of new Senators. The deans and directors will be asked to bring this record to the attention of their faculties. Student government presidents and the Alumni Federation Director will be asked to share the information with their constituencies. Newspaper editors will be advised that the attendance record is public information. If Senators cannot attend because of professional commitments, they can be excused by calling or writing the Secretary.