

Rutgers University Senate
Ad Hoc Strategic Planning Task Force
Proposed Strategic Plan New Foundational Element on Shared Governance
As Adopted October 2013

The University Senate's Ad Hoc Strategic Planning Task Force met on October 4, 2013 to discuss the Senate's response to the University Strategic Plan. The members present agreed that strong shared governance, commitment to academic freedom, responsive, collegial leadership, and effective communication are fundamental elements that must be in place in order for Rutgers to achieve its goals and realize its aspirations. Members therefore agreed to recommend that a new foundational element on shared governance, academic freedom, leadership, and communication be added to the strategic plan framework. The proposed foundation element and some suggested bullets to go with it are given below, as is the resolution the task force asks the Senate to approve.

Foundational Element: Robust shared governance, academic freedom, and responsive leadership and effective communication.

Bullets:

- Increase the authority and responsibilities of Rutgers shared governance organizations.
- Provide sufficient resources to support and enhance shared governance organizations at all levels.
- Make a clear commitment to academic freedom for all those who teach or otherwise engage in scholarly activity, or participate in shared governance.
- Use shared governance organizations to bring to bear the expertise within the Rutgers community on problem solving and formulation of university policies.
- Build a strong sense of community and momentum for change by providing collegial leadership and effective communication at all administrative levels.
- Include the concerns of non-tenure-track faculty, whether part-time or full-time, in all elements of the strategic plan.

Resolution:

Whereas, we, the members of the Rutgers University Senate, believe that strong shared governance, academic freedom, and responsive leadership and effective communication are fundamental components that must be in place to support a higher-performing, more efficient organization and to permit Rutgers to achieve its goals and realize its aspirations, and

Whereas, we are convinced that there needs to be an additional foundational element in the strategic plan framework dealing with shared governance, academic freedom, leadership, and communication;

Therefore, be it resolved that the Rutgers University Senate strongly urges that "Robust shared governance, academic freedom, and responsive leadership and effective communication" be added to the strategic plan framework as a separate foundational element.

[Accepted, and resolution adopted, in very similar form on October 8, 2013 by the Camden Faculty Council, on October 11, 2013 by the New Brunswick Faculty Council, on October 14 by the Newark Faculty Council, and on October 17 by the Rutgers University Student Assembly.]

Participating Members of the Ad Hoc Task Force on Strategic Planning:

Martha Cotter (Chair)
Samuel Berman
Robert Boikess
Natalie Borisovets
Leslie Fishbein

Peter Gillett
Ann Gould
Jon Oliver
Jane Otto
Robert Puhak

Samuel Rabinowitz
Asha Samant
Gayle Stein
Ken Swalagin
Karen Thompson