

Rutgers University Senate

Report of the University Structure and Governance Committee on Charge S-1307: Senate and Executive Committee Eligibility

Charge: Consider and make recommendations regarding Senate eligibility and Executive Committee positions in light of the integration of UMDNJ.

Background: Rutgers, The State University of New Jersey and UMDNJ were integrated with effect from July 2013. In anticipation of this, interim arrangements were made for electing faculty to serve on the current 2013–2014 University Senate; these transitional arrangements (namely, to continue use of the current formulae) apply also to students. However, no consideration has previously been given by the USGC to representation and eligibility with respect to staff, part-time lecturers, alumni, etc.

In addition, this charge was issued at a time when the USGC was already considering charge S-1302: Full-time, Non-tenure-track Faculty Senators (Clarify the role and positions that full-time, non-tenure-track faculty can hold in the Senate, particularly if they are annual appointees.) In its report on that charge, the USGC concluded that:

- No distinction between tenure-track and non-tenure-track faculty should be made in the future as regards Senate representation and eligibility.
- Units electing faculty senators should be reminded of this both on passing of appropriate changes to the Senate Handbook and University Policy 50.2.1, and when in the future they are invited to elect senators.
- Part-time lecturers should continue to be distinguished from other faculty, and should have their own Senate representation, as at present.
- The term “annual” as used in the Senate Handbook and University Policy 50.2.1 is no longer relevant, and should now be removed.

However, the USGC concluded that it would be most practical to incorporate its recommendations in response to charge S-1302 into a single set of recommendations presented to the University Senate in response to the present charge, S-1307.

Considerations: The main issues arising other than those raised as part of the consideration of charge S-1302 were:

- Faculty representation on the University Senate is based on formulae that, subject to a minimum of one senator, allocate academic units a number of senators based on their numbers of budgeted faculty lines and full-time-equivalent students. Similarly, student representation on the University Senate is based on formulae that, subject to a minimum of one senator, allocate academic units a number of senators based on their numbers of full-time-equivalent students. As an interim measure, these formulae were applied to legacy UMDNJ units in spring 2013, in order to elect senators for the current 2013–2014 University Senate. This added a significant number to the total Senate entitlements. Anticipating this, the recommendations of the USGC in response to charge S-1201: Senate Size and Composition, adopted by the University Senate and implemented by the Board of Governors in June 2013, had already amended these formulae to reduce the overall size of the University Senate. The view of the USGC is that these formulae for determining faculty and student representation on the University Senate should continue to be used following the formal integration in July 2013.

- Staff representation on the University Senate is based on at-large senators elected by campus. These entitlements were increased following the USGC's report on Charge S-0908: Proposal to Increase Staff Membership on the Senate, and are currently based on fourteen senators, with seven senators representing New Brunswick, four senators representing Newark, and three senators representing Camden. Although not exact, these figures correspond to a sense of the relative staff levels on the three campuses. The USGC concluded that an increase in the overall level of staff representation broadly consistent with the proportional increase in staff levels after the integration was appropriate. Two main ways of achieving this were discussed. On one view, the number of staff working in the three physical locations of our geographic campuses has now increased, and proportional increase in the numbers of senator could therefore be justified. On another view, Rutgers Biomedical and Health Sciences (RBHS) constitutes a separate "virtual" (as opposed to geographic) campus, led by its own Chancellor, and an additional Senate entitlement should be provided for it. The USGC consulted the administration as to its preferred perspective, and Executive Vice President Richard L. Edwards advised that it made most sense to consider RBHS as a separate campus. In discussions within the committee and with others outside, the term "virtual" has not been met with universal enthusiasm, because it carries the connotation that it is perhaps less real than the geographic campuses. For the purposes of Senate representation and eligibility, the USGC proposes defining the term "major campus" to include the three geographic campuses and RBHS, without further qualification, and recommends a corresponding additional Senate entitlement for staff senators. The USGC consulted Vice President for Faculty & Staff Resources, Vivian Fernández, as to staff levels at RBHS in comparison to legacy Rutgers. Based on her view that, by itself, RBHS was larger than the Rutgers Newark campus but a little smaller than the Rutgers New Brunswick campus, the USGC recommends an additional entitlement for RBHS of six staff senators, bringing the total number of staff senators to twenty.
- At present, each geographic campus is entitled to elect three faculty senators-at-large. Our view is that it is equitable to extend this provision to each major campus, in effect adding three additional faculty senators-at-large for RBHS.
- The USGC's recommendations in response to charge S-1302: Full-time, Non-tenure-track Faculty Senators are intended to clarify the position that non-tenure-track faculty should be considered part of the faculty in their respective units, but that part-time lectures should continue as at present to be represented separately. Discussions relating to the current charge revealed that definitions of "part-time" in the legacy institutions varied considerably. The focus of the legacy Rutgers definition has been on whether an individual is hired on a course/semester basis. A more significant factor at legacy UMDNJ has been the proportion of time devoted to university affairs as opposed to, for example, clinical practice. The USGC's conclusion is that the circumstances of lecturers hired on a course/semester basis are sufficiently different from those of other faculty to warrant continuation of separate Senate entitlement. Beyond this, the USGC's view is that faculty members should be entitled to vote for a representative of a unit, or to be elected to the Senate to represent a unit, regardless of whether or they are tenure-track or non-tenure-track, and without regard for the proportion of their time they might devote to work outside of Rutgers. Our proposal is that in the future two senators-at large be elected to represent part-time lecturers at each major campus. In effect, this adds two senators representing RBHS to the six currently representing the three geographic campuses.
- In accordance with current policy, when representatives are elected at large for a campus, the elections shall be conducted by the Office of the Executive Vice President for Academic Affairs (in New Brunswick), or the Chancellors' offices in Newark and Camden. Now that the New

Brunswick campus has a Chancellor, and given that additional senators are to be elected at large to represent RBHS, the USGC recommends that all such elections be conducted in future by the relevant Chancellor's office. (*Note: No change is recommended to the provision that each campus shall have the option of conducting elections of at-large faculty Senators through action of its respective campus-wide faculty body/group in lieu of campus-wide elections*).

- Staff senators are the group most recently added to Senate entitlements, and the current policy was drafted to specify that when vacancies exist among staff senators, new senators will be elected to finish their term. Concern has been expressed that this is not always practical when the vacancy arises late in the term. In addition, this requirement is not specified in other cases. We recommend deletion of this specific requirement, though we continue to encourage election of replacement senators whenever it is practical to do so, for all categories of elected senators.
- Legacy UMDNJ alumni are now included in the Rutgers University Alumni Association (RUAA), which is currently entitled to six senators. Although this entitlement is not formula-based, the USGC deliberated as to whether an increase in this entitlement was warranted. Last July, 33,216 UMDNJ alumni joined 408,000 existing Rutgers alumni; if a proportional increase in entitlement were warranted, it would therefore be 49% of a senator. Mindful that the RUAA entitlement was not decreased when reductions were made in faculty and students entitlements in response to charge S-1201: Senate Size and Composition, the USGC does not recommend any change in the current RUAA entitlement.
- Following implementation of the USGC's recommendations in response to charge S-1201: Senate Size and Composition, which sought a reduction in overall Senate size of 25% or less, the possibility arose of the elected representation of the University Libraries falling from two to one. Additionally, legacy Rutgers librarians were faculty members, and legacy UMDNJ librarians were staff members. USGC recommended resolving both of these issues by removal of the libraries from the category of faculty representation and creation of a separate category of Senate representation for librarians, with an entitlement of two senators elected by all eligible librarians without regard to faculty or staff status. The University Librarian subsequently asked the USGC to withdraw this recommendation, because the libraries prefer that their representation remain library faculty members, because the designation of legacy UMDNJ librarians by title would introduce complications relating to legacy Rutgers staff who hold MLS degrees, and because the status of legacy UMDNJ librarians is currently under negotiation as part of the AAUP contract. At this time, therefore, the USGC does not recommend any change in the current library entitlement.
- The version of Policy 50.2.1 current posted in the University Policy Library reflects adoption of the USGC's recommendations in response to charge S-0324, to add one PTL/ Annual representative per campus. However, it does not reflect adoption of the USGC's recommendation in response to charge S-0701 (which was accepted by the administration) that this representation be increased to two PTL/ Annual representatives per campus. The USGC recommends amendment of the policy document to provide for two part-time lecturer representatives per campus.
- At present, one faculty senator and one student senator are elected to represent each geographic campus on the Executive Committee. The USGC recommends extension of this provision to each major campus, thereby increasing the size of the Executive Committee to include one additional faculty member and one additional student to represent RBHS. At the same time, we recommend revision of the text of the relevant policy to eliminate redundancy, and to clarify that members of the Executive committee are elected by the Senate, not just from the Senate.

Conclusions: After discussing these matters over the course of several meetings, the USGC concluded that:

- The definition of faculty should be clarified to implement the recommendations of the USGC relating to charge S-1302.
- The undefined term “full-time” should be removed from the definition of faculty, which should instead exclude part-time lecturers specifically.
- Similarly, the term “annual” should be dropped.
- The existing definition of part-time lecturers (“hired on a semester/course basis”) should be retained.
- A new term “major campus” should be defined, adding Rutgers Biomedical and Health Sciences (RBHS) to the three existing geographic campuses.
- Six additional staff senators should be elected to represent RBHS.
- Three additional at-large faculty senators should be elected to represent RBHS.
- Two additional part-time lecturers should be elected to represent RBHS.
- Elections for campus-wide at-large senators should be the responsibility of the appropriate Chancellor’s office.
- The number of alumni senators should remain unchanged.
- Two additional senators should be added to the Executive Committee representing, respectively, faculty and students from RBHS.
- The policy document should be amended to show the current policy whereby there are two, not one, representatives of part-time lecturers per campus.
- Cross-references within the policy document should be amended wherever appropriate, and typographical inconsistencies should be corrected.

Recommendation 1: The University Structure and Governance Committee recommends adoption of the following resolution by the University Senate:

Whereas the University Structure and Governance Committee has considered clarification of the role and positions that full-time, non-tenure-track faculty can hold in the Senate; and

whereas the University Structure and Governance Committee has considered Senate eligibility and Executive Committee positions in light of the integration of UMDNJ; and

whereas its recommendations are as summarized in the Conclusions of the University Structure and Governance Committee’s report in response to charge S-1307

be it therefore resolved that the Senate recommends adoption of these recommendations by substitution for current University Policy 50.2.1 (shown as Appendix A to the report on charge S-1307, with proposed changes marked) of a revised University Policy 50.2.1 shown in Appendix B to the report on charge S-1307.

Recommendation 2: The University Structure and Governance Committee further recommends adoption of the following resolution by the University Senate:

Be it resolved that units electing faculty senators should be reminded both on passing of appropriate changes to the Senate Handbook and University Policy 50.2.1, and whenever they are invited to elect senators, that no distinction between tenure-track and non-tenure-track faculty should be made in the future as regards Senate representation and eligibility.

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