

# RUTGERS UNIVERSITY SENATE

## University Structure & Governance Committee

### Report and Recommendations on Committee Structure

#### CHARGE

*S-0704 Consider and make recommendations for modifying the Senate's standing committee structure and/or charges. Consider the proposals submitted by the Staff Caucus, by Senator Gayle Stein, and by Senator Martha Cotter when deliberating on this matter. Consider other committee structure modifications that may be needed or proposed. Solicit input from the Faculty Affairs and Personnel Committee, Equal Opportunity Committee, or other committees identified in the proposals or which may be affected by changes considered or suggested under this charge. **ADDENDUM** October 2007: Include in discussions on Charge S-0704 the "Resolution from the Executive Council of the Graduate School-New Brunswick" regarding instituting a Senate Committee on Graduate and Professional Education.*

#### SUMMARY

The University Structure and Governance Committee (USGC) was charged with evaluating the current structure of standing committees. The Committee considered the overall mission of the Senate and whether the committee structure effectively supported that mission. In addition, the Committee looked at standing and current committee charges and their relevance to the work of the Senate. The Committee also received feedback from committees, various Senators, and the general community on suggested changes.

The USGC believes that the Senate's committee structure should serve the needs of all Senate stakeholders, and should be a vehicle for ensuring shared governance at Rutgers University. The Committee is mindful that the standing committees do the lion's share of the work of the Senate, whose success is therefore contingent upon the active participation of Senators in the committee system. Too many committees could potentially dilute this participation, and too few committees could lead to an overly heavy workload. Change for change's sake, however, is not our intention.

Having conducted this review, the USGC recommends, in brief, the following actions:

- The Equal Opportunity Committee be dissolved and the standing charge for that committee be distributed among other committees.
- A new committee on Research and Graduate and Professional Education be instituted.
- No separate Staff Affairs Committee be established.
- The Faculty Affairs and Personnel Committee be renamed the "Faculty and Personnel Affairs Committee" and include in its standing charge issues of particular concern to staff and other non-student senators.

## REPORT AND FORMAL RECOMMENDATIONS

**I. Equal Opportunity Committee (EOC):** The EOC has had few charges in recent years, and has for the most part been inactive. There are many reasons for this inactivity, including better institutional response to, and anticipation of, such issues as were in the domain of the EOC. However, the USGC is convinced that issues related to equal opportunity and equity must remain in a standing charge within the proposed committee structure. To that end, the following changes are recommended:

### **Recommendation 1:**

- *The Equal Opportunity Committee be dissolved and the standing charge for that committee be distributed among other committees.*
- *Student Affairs Committee: The phrase “To advise administrative officers and others, through the Senate, on questions relating to actual, possible, or alleged discrimination as they affect Rutgers students” be added to this committee’s standing charge.*
- *Faculty and Personnel Affairs Committee: The phrases “To address issues related to workplace climate, personnel workload, career development and opportunities for professional advancement, and working conditions in the university” and “To advise administrative officers and others, through the Senate, on questions relating to actual, possible, or alleged discrimination as they affect Rutgers’ faculty or other personnel, or Rutgers’ responsibility to the public” be added to the charge of this committee.*
- *Instruction, Curricula and Advising Committee: The phrase “To advise administrative officers and others, through the Senate, on questions relating to actual, possible, or alleged discrimination as they may affect Rutgers’ students, faculty, and staff, or Rutgers’ responsibility to the public” be added to the charge of this committee.*
- *Academic Standards, Regulations and Admissions Committee: The phrase “To advise administrative officers and others, through the Senate, on questions relating to actual, possible, or alleged discrimination as they may affect Rutgers’ students, faculty, and staff, or Rutgers’ responsibility to the public” be added to the charge of this committee.*
- *Research and Graduate and Professional Education Committee: The phrase “To advise administrative officers and others, through the Senate, on questions relating to actual, possible, or alleged discrimination as they may affect Rutgers’ researchers or graduate and professional students and faculty of Rutgers, or Rutgers’ responsibility to the public” be added to the charge of this committee.*

**II. Research and Graduate and Professional Education:** Rutgers is a major research university, a central part of whose mission is graduate and professional education. Currently there is no standing committee of the University Senate with a main focus on issues unique to research, graduate and professional education, and the students and faculty affiliated with such programs.

**Recommendation #2:** *A Research and Graduate and Professional Education Committee (RGPE) should be established in the Senate's standing committee structure. The committee's standing charge is to have primary responsibility for matters directly related to research, graduate and professional education, and the students and faculty affiliated with such programs. These responsibilities include but are not limited to the following:*

- *To provide feedback and input to the Senate on both graduate and professional education, and on research.*
- *To provide feedback to central administration on university policies and practices that affect graduate and professional students.*
- *To evaluate and recommend policies concerning both internal funding for research and the conditions under which external research funds are solicited, accepted, and administered.*
- *To consider intellectual authorship, copyright, trademark, and patent policies of the university.*
- *To review the broad educational and research policies of the university related to graduate and professional instruction, curricula, and advising.*
- *To review educational policies related to times, places, and manners of graduate or professional instruction, including distance learning and the use of technology.*
- *To review and advise the President on the termination or suspension of graduate and professional academic programs.*
- *To address, in conjunction with the Faculty and Personnel Affairs Committee, issues that specifically deal with graduate faculty and research staff.*
- *To address issues related to workplace climate and working conditions in the university as they concern researchers and graduate and professional students.*
- *To make recommendations to the Senate concerning advice to the central administration about meetings, forums, and conferences on major issues in educational policy and public service.*
- *To advise administrative officers and others, through the Senate, on questions relating to actual, possible or alleged discrimination as they may affect the researchers and graduate and professional students and faculty of Rutgers, or Rutgers' responsibility to the public.*

It is also suggested that the Senior Vice President for Research and Graduate and Professional Education serve as an ex-officio member of the Committee.

**III. No separate Staff Affairs Committee.** Initial indications from the Staff Caucus tended to favor a separate Staff Affairs Committee in order for staff to have parity with faculty and students in the Senate's committee structure. When a count was made of the total number of staff senators (10), however, it became clear that there would 1) either not be enough staff senators on other committees, or 2) not be enough staff senators to play a major role in any Staff Affairs Committee that was established. Meanwhile, a swell of matters of concern to staff, who were newly incorporated into the University Senate, had been or were being dealt with by the Faculty Affairs and Personnel Committee. While having its attention diverted from some faculty matters, the FAPC was gaining expertise in those questions pertaining to staff. It is expected that the "surge" of staff matters confronting the FPAC will soon subside.

The Staff Caucus has withdrawn its support from the notion of a separate Staff Affairs Committee, and the FAPC has withdrawn its objection to the additional responsibilities entailed in these changes. A three-year trial period is recommended, after which these structures should be re-evaluated.

Having reviewed these matters and sought additional input from the leadership of the Staff Caucus and the leadership and membership of the Faculty Affairs and Personnel Committee, the USGC recommends the following actions:

**Recommendation #3:**

- *Issues concerning staff and administrative personnel be incorporated into the Faculty and Personnel Affairs Committee.*
- *After three years, the USGC reassess these changes, with particular focus on the possible need for a separate Staff Affairs Committee.*

**IV. Renaming the FAPC “Faculty and Personnel Affairs Committee” (FPAC):** Many possible names were considered, including “Faculty and Staff Affairs Committee,” “Faculty and Personnel Matters Committee,” “University Personnel Committee” and simply “Personnel Committee.” As the current FAPC leadership felt a need to deal with matters beyond just faculty and staff (including administration, among others), the configuration of “Faculty and Staff” was deemed inadequate. “University Personnel” was eliminated because it did not acknowledge the committee’s central concern for faculty. Most important, the name “Faculty and Personnel Affairs Committee” encompasses all the matters the Senate needs this working group to address. Other minor changes in wording of this committee’s charges have been recommended in order to eliminate redundancy and to add specificity (see Appendix A below).

**Recommendation #4:** *The Faculty Affairs and Personnel Committee be renamed the “Faculty and Personnel Affairs Committee” (FPAC).*

**VI. Bylaws Changes.** It is recommended that if these changes are adopted, Article VIII, D. of the Senate Bylaws be amended accordingly.

**Appendix A** below provides an overview of the proposed University Senate Committee standing charges.

**University Structure and Governance Committee, 2008-2009****Nolfi, Tricia, NB Staff, Co-Chair****Tittler, Jonathan, FAS-C (F), Co-Chair**

Alger, Jonathan, Vice President and General Counsel (A)

Brooks, Ethel, SAS-NB (F)

Cooke, Ryan, SAS-NB (S)

Cowen, Flora Buchbinder, Alumni Federation

Cruzan, Dale, Student Charter Trustee (S)

Fagley, Nancy, GSAPP (F)

Gao, Yuan, NCAS (F)

Gillett, Peter, RBS-N/NB (F)

Glickman, Norman, At-Large NB (F)

Gomes, Richard, PTL-N (F)

Goodman, Robert, SEBS Dean (A)

Hey, Emanuel, SAS-NB (F)

Holzer, Marc, SPAA Dean (A)

Hughes, James, EJBSPPP Dean (A)

Husein, Ashraf, SMLR (S)

Jaluria, Yogesh, Engineering Interim Dean (A)

Kemeny, Alex, Law-C (S)

Leath, Paul, At-Large NB (F)

Lintakoon, Chon, At-Large N (F)

Loh, Stephanie, Engineering (S)

Minsky, Naftaly, SAS-NB (F)

Oliver, Jon, NB Staff

Palis, Michael, FAS-C Interim Dean (A)

Pedersen, Henrik, Engineering (F)

Prekopa, Andras, Other Units (F)

Rankin, Marlene, Nursing (F)

Rhee, Won-Jong, PTL-NB (F)

Schement, Jorge Reina, SCILS Dean (A)

Simmons, Richard, SAS-NB (F)

Solomon, Rayman, Law-C Dean (A)

Stewart, Lea, Livingston Campus Dean (A)

Weinstock-Gallagher, Hannah, SAS-NB (S)

West, Ben, SAS-NB (S)

Zullo, Andrew, Pharmacy (S)

## Appendix A

### PROPOSED SENATE COMMITTEES AND STANDING CHARGES

#### BUDGET AND FINANCE COMMITTEE

Standing Charge: This Committee shall concern itself with all matters related to budget priorities, allocations and general planning, as provided in section 4.0 . B of the University Policy Library.

These responsibilities shall include, but not be limited to the following:

- To select and study policy issues associated with the university's budget, including priorities and allocation of funds, and to develop recommendations to the Senate.
- To evaluate the probable financial impact of proposed new programs being considered by the Senate.
- 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 that may involve ethical and moral principles as established by the Boards of Governors and Trustees.
- To consider broad issues related to physical plant and infrastructure, space, transportation, and safety on and among the three campuses.

#### UNIVERSITY STRUCTURE AND GOVERNANCE COMMITTEE

Standing Charge: This Committee shall study, report on, and make recommendations to the Senate on all matters pertaining to university governance, including both formal and functional relationships among units at Rutgers, relationships among student, staff, alumni, and faculty governing and advisory bodies, and the structure of the Senate itself. This Committee shall be responsible for initiating reviews of governance issues in accordance with these guidelines. The responsibilities of this Committee shall include, but not be limited to the following:

- To review formal relationships among academic units within the University, including the organization of disciplines (University Policy 10.1.03).
- To consider and advise the President on special affiliations and programs (University Regulations 2.2.2 B (c) and agreements and formal relationships with other institutions, including internet service providers, particularly as they relate to the structure and unit relationships of the university.
- To review all matters relating to the composition of the Senate (University Policy 50.1).
- 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 as well as the role and function of internal structures and processes of the Senate itself (University Policy 50.2.).
- To coordinate relationships among the faculty and student governing bodies and the Senate, so that issues raised in one forum are brought to the attention and consideration of other appropriate units.
- To study and make recommendations on relationships between the university and the public.

- In consultation with the Faculty and Personnel Affairs Committee and the Research and Graduate and Professional Education Committee, to advise the President, through the Senate, on the establishment or dissolution of colleges, schools, divisions, institutes and similar educational units (University Policy 10.1.1).

#### **STUDENT AFFAIRS COMMITTEE**

Standing Charge: This Committee shall have primary responsibility for matters directly concerning student life of undergraduate students. These shall include, but not be limited to the following:

- 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 residence halls and Greek housing.
- To further concern itself with student disciplinary procedures, student health services, bookstores, etc.
- To advise the administration, through the Senate, on policies governing the athletic fees, programs, and facilities of the university.
- To review agreements and formal relationships with other institutions, particularly as they relate to the university's mission with regard to undergraduate education.
- To examine and evaluate university-wide operations such as the libraries and information technology services, with regard to their real or potential impact on students.
- To advise administrative officers and others, through the Senate, on questions relating to actual, possible or alleged discrimination as they affect the students of Rutgers.

#### **FACULTY AND PERSONNEL AFFAIRS COMMITTEE<sup>1</sup>**

Standing Charge: This Committee shall have primary responsibility for matters directly concerning faculty, staff, and other personnel, with the exception of matters included under collective bargaining agreements. When deemed necessary, a task force or ad-hoc subcommittee may be formed to deal specifically with a given issue. General responsibilities of the UPC shall include, but will not be limited to the following:

- To survey the general policies of the university with respect to the rank and standing of all faculty personnel.
- To review all procedures and regulations by which faculty appointments, promotions and tenure are governed.
- To address issues related to workplace climate, personnel workload, career development and opportunity for professional advancement, and working conditions for all employees in the university.
- To provide feedback to the central administration on university policies and practices that affect staff and faculty.
- To advise administrative officers and others, through the Senate, on questions relating to actual, possible, or alleged discrimination as they affect the faculty and other personnel of Rutgers, or Rutgers' responsibility to the public.
- To study the relations of faculty members and other personnel to administrative officers and the manner in which administrative requirements affect university employees.

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<sup>1</sup> It is recommended that the Associate Vice President for Human Resources serve as an ex-officio member of this committee.

- To review matters concerning academic freedom, equal opportunity, and personnel practices and procedures, as they affect the educational mission of the university.

#### **ACADEMIC STANDARDS, REGULATIONS AND ADMISSIONS COMMITTEE<sup>2</sup>**

Standing Charge: This Committee shall have primary responsibility for matters directly related to academic standards, regulations and admissions of undergraduate students, including but not limited to the following:

- To formulate minimum standards of admission, scholarship and honors and to review broad educational and research policies of the university as they apply to issues related to academic standards and admissions (University Policy 2.2.2).
- To study issues affecting the Academic Calendar, including receiving comment from all sectors of the university community concerning the Academic Calendar, offering recommendations for the University Academic Calendar to the University Senate for action, monitoring unit departures from the University Academic Calendar, reviewing matters concerning the University Commencement, and making recommendations, as needed.
- To formulate policies on academic issues related to athletic programs and student athletes.
- To consider university-wide issues related to recruitment, retention, publications, financial aid, and minority student interests.
- To review university-wide regulations governing academic practices and standards, including grading.
- To make recommendations to the Senate concerning advice to the Central Administration about meetings, forums, and conferences on major issues in educational policy and public service.
- To review educational policies related to different times, places, and manners of instruction, including distance learning and the use of technology.
- To advise administrative officers and others, through the Senate, on questions relating to actual, possible or alleged discrimination as they affect the students, faculty, and staff of Rutgers, or Rutgers' responsibility to the public.

#### **INSTRUCTION, CURRICULA AND ADVISING COMMITTEE**

Standing Charge: This Committee shall have primary responsibility for issues directly related to instructional matters, curricula and advising, including but not limited to the following:

- To review the broad educational and research policies of the university related to undergraduate instruction, curricula and advising.
- To review agreements and formal relationships with other institutions, particularly as they relate to the educational mission of the university.
- To advise the central administration, through the Senate, about meetings, forums, and conferences on major issues in educational policy and public service.
- To examine and evaluate university-wide operations such as the libraries and information technology services, as they may impact upon undergraduate instruction, curricula, and advising.
- To consider matters related to the use of technology in undergraduate education and the use of distance learning technologies.

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<sup>2</sup> It is recommended that the Vice President for Undergraduate Education serve as an ex-officio member of the committee.

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

### **RESEARCH AND GRADUATE AND PROFESSIONAL EDUCATION COMMITTEE<sup>3</sup>**

Standing Charge: This Committee shall have primary responsibility for matters directly related to university research and with academic standards, student life issues, regulations and admissions of graduate and professional students, including but not limited to the following:

- To provide feedback and input to the Senate on both graduate and professional education, and on research.
- To provide feedback to central administration on university policies and practices that affect graduate and professional students.
- To evaluate and recommend policies concerning both internal funding for research and the conditions under which external research funds are solicited, accepted, and administered.
- To consider intellectual authorship, copyright, trademark, and patent policies of the university.
- To review the broad educational and research policies of the university related to graduate and professional instruction, curricula, and advising.
- To review educational policies related to times, places, and manners of graduate or professional instruction, including distance learning and the use of technology.
- To review and advise the President on the termination or suspension of graduate and professional academic programs.
- To address, in conjunction with the University Faculty and Personnel Affairs Committee, issues that specifically deal with graduate faculty and research staff.
- To address issues related to workplace climate and working conditions in the university as they concern researchers and graduate and professional students.
- To make recommendations to the Senate concerning advice to the central administration about meetings, forums, and conferences on major issues in educational policy and public service.
- To advise administrative officers and others, through the Senate, on questions relating to actual, possible or alleged discrimination as they may affect the researchers and graduate and professional students and faculty of Rutgers, or Rutgers' responsibility to the public.

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<sup>3</sup> It is recommended that the Senior Vice President for Research and Graduate and Professional Education serve as an ex-officio member of the Committee.