

HANDBOOK
OF THE
RUTGERS UNIVERSITY SENATE

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Preamble

The Rutgers University Senate is the sole institution that represents the entire community of faculty, students, staff*, administrators and alumni to the president of Rutgers University (hereinafter referred to as “the president”) and to its Board of Governors. The Senate serves as the principal advisory body to the president and on certain issues exercises legislative authority delegated to it by the Board of Governors. The Senate deliberates on matters of broad educational and research policy. On its own initiative, it advises the president or the Board of Governors on any matter of concern to the University. The Senate also exercises an appeal function. On certain matters the president shall act only after receiving the advice of the Senate or giving the Senate a reasonable amount of time to present its views.

[*The Senate’s recent approval of a recommendation to add staff membership is conditional on Board of Governors approval and implementation of that recommendation. If that approval is not forthcoming, the Senate secretary is instructed to make the appropriate change to the Handbook.]

Brief History of the University Senate

In 1950, the University Committee on Personnel Procedures recommended creation of a Faculty Senate to consist of the University president and members elected from, and by, the faculty (Preliminary Report of the Special Committee to Study the Senate, April 15, 1968). In 1953, the existing University Council was renamed the “University Senate.” It was composed of 31 faculty members and 17 administrators, and was chaired by the University president, who also chaired its Executive Committee. It usually met only twice a year, and was rarely involved in important matters. University policy remained essentially the prerogative of the administration and the trustees (Excerpts from the Report of the Joint Commission on University Governance, June 1979). This University Senate made recommendations to the president on such matters as academic freedom and tenure. Other important matters pertaining to academic policy, such as the reorganization of the colleges and the faculties, were not referred to the Senate (Preliminary Report of the Special Committee to Study the Senate, April 15, 1968, pp. 1-9).

In 1967, the Rutgers College Student Council requested student representation in the Senate (excerpts from the Report of the Joint Commission on University Governance, June 1979). In May 1967, the Special Committee to Study the Senate (the “Robbins Committee”) was appointed by President Mason W. Gross on the advice of the Senate Committee on Committees. The 1968 report by the Middle States Association of Colleges and Secondary Schools evaluation team pointed to “the need to increase faculty participation in important decisions of the University.” The current University Senate initially draws its powers from, and is guided in its responsibilities by, certain acts of the Board of Governors passed on November 14, 1969 and subsequently embodied in University Regulations. At that time, the president recognized the Senate as an important element in the University’s decision-making processes, with the Board of Governors, the university administration, and the University Senate serving as the three primary centers of responsibility. The president likened his role to that of the British prime minister, and the Senate’s role to that of the British Parliament (excerpts from the Preliminary Report of the Special Committee to Study the Senate, April 15, 1968, pp. 1-9 and the Handbook of the University Senate, January 1973, p. 1).

In June of 1979, the Joint Commission on University Governance (the “McCormick Commission”) reviewed the Senate’s history. The Commission’s report said that the University Senate presented “the opportunity to improve University governance and to improve the sharing of that responsibility among the various elements of the Rutgers community... Critically important to the future of Rutgers is the sense of identity with the University as a whole... Moreover, the Senate needs to become a University body, in which the common concerns of all are emphasized. It should not be structured as a site for negotiation among contending units.” The report described the primary mission of the Senate as follows:

“It should be specifically designated as the principal body to advise, and where appropriate, act on University-wide educational questions, such as those of admissions, curriculum, degree requirements, grading, faculty selection and promotion, academic organization, and student life.”

In reviewing the 1969 powers of the Senate, the commission summarized them as follows: “Contrary to a prevalent impression, its authority is not confined to setting the University calendar. It is to ‘concern itself with all academic matters pertaining to the University.’” The commission also concluded that the Senate can “establish minimum standards respecting admission, scholarship, and honors,” “regulate formal relationships among academic units,” and “recommend norms for teaching loads.” It required the Senate to advise the president on “matters of broad educational and research policy,” and obligated the president to seek the Senate’s advice on such matters. It further enabled the Senate, on its own initiative, to advise the president or the Board of Governors “on any matter of concern to the University,” and to hear appeals by faculties or students from decisions made at any internal level within the University. It stipulated that the powers exercised by the Senate are delegated by the Board of Governors, and that “they are largely advisory, but they are not inconsequential...” In reference to the Senate’s authority, the commission wrote that “The effectiveness and reputation of the Senate also depend, however, on a proper restriction of its role to those matters which affect the University as an entity.” The commission advised the Senate that it “is hampered when it becomes involved in questions which are best left to collective bargaining or to full-time administrators.” It concluded that “A better Senate will therefore require that it concentrate its attention on the central issues of educational policy” (excerpts from the Report of the Joint Commission on University Governance, June 1979, pp. 8, 17-18).

In the intervening years, the Senate’s Bylaws and Handbook have been expanded and updated. However, the significant expansion of the Senate’s authority established by the Board of Governors on November 14, 1969 has remained unchanged.

Article I: Role of the University Senate

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

A. Legislative Function¹

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

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

The Senate has a history of exercising its legislative authority. When the Senate has exercised its legislative rather than its advisory function, the practice of the early Senate secretaries was to cite the authority for this function in communications to the president in cases where it was appropriate to differentiate communications of legislative actions from those that are only advisory. Transmittal letters customarily stated “adopted under section 7.21 of University

Regulations” or “within its jurisdiction in paragraph 7.21” or “under section 7.21 of University Regulations” and “under its U.R. 7.21 legislative authority” or similar language (Rutgers Senate Archives²). For example, this happened in a principal case when the Senate exercised its legislative authority in the area of “regulating formal relationships among academic units within the University, including the organization of the disciplines.”³

The Senate secretary, in assigning, cataloging, publishing and transmitting Senate charges, actions and decisions, shall segregate items, and indicate under which Senate authority (legislative or otherwise) each was undertaken.

B. Advisory Function⁴

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 (described in a policy of the Board of Governors of May 10, 1991)⁵;
 - 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 University Regulations.

When the Senate has exercised its advisory rather than its legislative functions, it was the practice of early Senate secretaries to cite the authority for this function in communications to the president in cases where it was appropriate to differentiate communications of advisory actions from those of legislative actions. For example, transmittal letters customarily stated “This action is transmitted to you and the Board of Governors as the advice of the University Senate” or “This completes the recommendation requested” (Rutgers Senate Archives).

As indicated previously, communications emanating from, and records promulgated by, the Senate should indicate under which authority the actions were undertaken. When the Senate has exercised its advisory rather than its legislative function, the Senate secretary shall so indicate in all records and correspondence.

2. The president shall act on such matters only after receiving the advice of the Senate, or giving the Senate a reasonable amount of time to present its views. University Regulation 2.2.2.B. describes the Senate’s and the president’s responsibilities to ensure that the Senate exercises its advisory function as follows:

“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.”

When the Senate wishes to exercise its advisory function on a matter already under consideration by the administration, or on which administrative action may be expected, it is the responsibility of the Senate, through its secretary or chair, to communicate to the president the Senate’s intention to consider, advise or otherwise act on the matter. The president may then anticipate action by the Senate before taking final action.

C. Appeal Function

University Regulations prescribe two appeal functions for the Senate:

1. Under University Regulation 2.2.2.C, the Senate shall consider and decide appeals filed with the Senate secretary by faculty or students, or any division thereof, on the ground that the faculty/students were 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. Such appeals are heard by the Senate Appeals Panel, rather than the Senate as a whole (Senate action September 29, 1970). The Senate secretary will refer the appeal to the Appeals Panel, which will decide whether or not to entertain the appeal. If the Appeals Panel decides to hear the appeal, or if the Senate directs that it do so, it shall render a decision and file it with the Senate secretary, who will immediately provide a copy to 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 receipt of the committee’s decision by the appellant, the committee’s decision shall be deemed to be the decision of the Senate in the matter. The full Senate will be notified of all requests for appeals, and all final appeal decisions. The appeal request and the report of the panel shall be available for inspection by senators.
2. Under University Regulation 2.2.2.B.(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 University president in which the representative alleges that the president has acted contrary to any of the following

provisions: policy of the Board of Governors; University 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 that 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.

D. Initiative Function

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 attention.
5. Set in motion appropriate mechanisms for independent Senate studies, projects, and programs designed to serve the interests of the University community.

When the Senate wishes to exercise its initiative function on a matter already under consideration by the administration, or on which administrative action may be expected, it is the responsibility of the Senate, through its secretary or chair, to communicate to the president the Senate's intention to consider, advise or otherwise act on the matter. The president shall then await action by the Senate before taking final action.

Article II: Role of the Central Administration

The University Senate can best exercise its legislative, advisory, appeal, and initiative functions when the University administration works with it in the following ways:

A. The president delivers to the Senate secretary, 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 a significant amount of time to respond to proposals. The president also delivers to the Senate an annual, comprehensive report, which includes summaries of significant plans and future activities, preferably at the first Senate meeting of the academic year.

B. Throughout the year, the president or the president's designated representative regularly provides to the Senate Executive Committee timely and complete information on upcoming issues or projects that will either require legislative or advisory action by the Senate. Such issues include major revisions to the administration's agenda, formation of new University study groups, additional proposals and their timetables, and other actions and issues that are expected to affect the University.

C. The president assigns individuals from the central administration to act as resource persons to Senate committees. A list of these "administrative liaisons" is given to the Executive Committee in July of each year. Each administrative liaison attends committee meetings, supplies up-to-date information on pertinent administration activities, and provides resource data. Liaisons also serve as general communication conduits through which information about the Senate's committees flows between the Senate and the administration.

D. 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 to such committees or bodies. The Executive Committee may, on its own initiative, state the Senate's interest in having a senator or senators on such committees or bodies. Normally, such requests are honored.

E. The president or the president's representative will respond at Senate meetings to questions that 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 one week prior to the Senate meeting. The president or the president's representative will then be prepared to answer these questions during the administrative report at the next Senate meeting. This procedure does not preclude questions from the floor at Senate meetings.

F. Under University Regulation 2.2.2.B.(1), 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."

Article III: Senate Meetings

A. Scheduling of Meetings

1. The Senate normally meets once each month during the academic year. Additional meetings may be called by the chairperson, the Executive Committee, the University president, or by written request of any ten delegates (University Regulation 2.2.3.B).
2. Meetings of the Senate shall ordinarily convene on Friday afternoons. Meetings of Senate committees will ordinarily be scheduled during the mornings of Senate Fridays.

3. In the case of inclement weather or emergency conditions causing closure of the campus on which the Senate meeting is to be held, the Senate meeting will be cancelled. Senators should check radio or Rutgers Info online announcements for campus or University closure information. When circumstances permit, the Senate secretary will send e-mail cancellation notices to senators, and/or will leave a recorded meeting-cancellation message on the Senate's voicemail.

B. General Order of Business

Call to Order and Determination of a Quorum

Chair's Report

Report of the Secretary:

Approval of the Agenda

Approval of the Minutes

Communications

Administrative and Special Reports

Committee Reports:

Standing Committees

Ad Hoc Committees

Old Business

New Business

Executive Committee Report

Report of the Senate Representatives to Boards of Governors and Trustees

Reports of Regional Campus Faculty Liaisons

Adjournment

C. Agenda

1. The agenda, minutes, and associated committee reports are posted on the Senate website and appropriate notice sent to senators by the secretary before each meeting.
2. All recommendations and resolutions must 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. Normally, issues, charges, or resolutions are forwarded to the Executive Committee for assignment to a committee, and shall come to the Senate floor after consideration by a Senate committee.
3. Addition of items to the agenda after it has been issued requires a two-thirds vote. Such additions are docketed under New Business.
4. Resolutions from any senator can be considered new business if: a) the time available and the circumstances do not allow that the resolution go through the normal process of consideration by a committee; b) the resolution has been submitted in writing to the secretary before it is put to a vote; and, c) the issue is pertinent to the mission of the Senate. It shall be the responsibility of the chair to rule on the application of these

criteria. Special reports by committee chairs on behalf of committees, which have not previously been docketed on the agenda, will be added at the end of “Committee Reports” with an automatic overall time limit of ten minutes; they are not to be added under Administrative and Special Reports.

D. Procedures

1. *Robert's Rules of Order* are the official procedural rules except where otherwise provided by Senate action or aspects of this Handbook or Senate Bylaws.
2. Time limits for debate on committee reports and the question-and-answer periods that follow administrative, board representative, and Executive Committee reports are recommended by the Executive Committee (for approval by the Senate) and indicated on the agenda. Motions arising in the course of discussion of reports are assigned an automatic time limit of ten minutes, in addition to the limit for questions. When a time limit is in effect, each speaker is allowed no more than three minutes. Time limits do not include presentation of a docketed committee report.
3. When possible, 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 before being put to a vote.

E. Voting

1. Colored cards shall be distributed to senators at the sign-in desk at each Senate meeting. The cards, which shall be of a different color for each meeting in any given year, are to be raised when a hand-vote is deemed necessary to signify approval, opposition, or abstention. When a written ballot is required, the paper ballots shall be distributed only to senators holding the appropriate colored card.
2. Any senator may move for a secret ballot during debate on a pending question. A motion for a secret ballot shall require a one-third vote for passage. All other motions for a specific voting procedure shall require a majority vote.

Article IV: Senate Procedures

A. All new matters shall be referred to committee before coming to the Senate (unless extenuating circumstances apply, as indicated under section C.4 above).

B. All communications to the Senate or its Executive Committee should be addressed to the secretary of the Senate. Referrals to committee, when appropriate, are made by the Executive Committee.

C. Recurring Senate Actions Having Fixed Dates

December: The secretary receives from the University administration the certified number of faculty and students in each division, and calculates the number of senators to which each unit is entitled for the following year.

January: The secretary notifies each unit of faculty and student senators to be elected prior to March 15. Committee chairs send to the Executive Committee their anticipated agendas for reporting to the Senate for the balance of the year.

Prior to March 15: The Executive Committee appoints a Nominating Panel to recommend candidates for chair, vice chair, members of the Executive Committee, and representatives to the Board of Governors and the Board of Trustees.

March 15: The election of senators in various units must be completed.

April: At least ten days before the annual organizational meeting (at which the following academic year's Senate leadership and board representative elections are held), the secretary issues a Call to the Organizational Meeting. At least five days before the annual organizational meeting, the secretary issues the report of the Nominating Panel to the Senate-elect. The secretary sends a questionnaire to the Senate-elect for designation of committee preferences.

Before the last Senate meeting of each academic year: The Executive Committee (if the Senate has not already done so) adopts a schedule of Senate meetings for the next academic year.

May: The Executive Committee considers the composition of committees based on recommendations from the secretary and the chair, using the guidelines laid out in Article VIII.B.(1) of this Handbook.

June: The Executive Committee appoints committees, designates committee chairs, reviews committee chairs' annual reports and the secretary's summary of committee business, and reviews the standing charges of all committees.

D. Procedures for Election of At-Large Senators

When senators are elected at-large from a campus as provided in University Regulation 2.2.1.C, procedures for conduct of these elections shall be as follows:

1. The office of the chief academic officer of the campus shall appoint a campus-wide nominating committee, and shall notify the faculty or appropriate constituency of the election.
2. The nominating committee shall nominate at least two candidates for each at-large Senate position for which there is a vacancy. The nominees shall be persons who would be expected to represent the campus-at-large, and who work in the geographical location of that campus. (In New Brunswick and Newark, "other research and academic units" are to

be included.) The names of additional candidates can be submitted to the nominating committee by petition of ten eligible voters, and shall be placed on the ballot.

3. The final ballot shall be sent to all appropriate campus faculty or other constituencies of the Senate by the provost or appropriate campus administrative officer. If there are multiple openings, the candidate with the highest number of votes shall be elected for the longest term, the second highest to the second longest, etc. The "two-envelope" method of disseminating the ballots shall be used, and the ballots shall be returned directly to, and counted by, the office administering the election.

The above procedure should also be used in the election of senators representing other research and academic units on a campus.

4. Each campus shall have the option of conducting elections of at-large faculty Senators through action of its respective campus-wide faculty body/group (e.g., New Brunswick Faculty Council, Newark Faculty Council, Camden Faculty Senate) in lieu of campus-wide elections. (Note: This is only effective if the Board of Governors approves the February 18, 2005 Senate recommended changes to the bylaws.)

E. Caucuses of the Senate

Each of the constituencies of the Senate may choose to meet in recognized caucuses before each Senate meeting (i.e., a Faculty Caucus of all faculty senators, a Student Caucus of all student senators, and an Alumni Caucus of all alumni senators). Each caucus shall determine its own organization and agenda, and shall be able to bring proposals and issues to the Senate through its Executive Committee liaison. The Faculty Caucus shall be convened by the vice chair of the Senate or other faculty member designated by the Executive Committee from among its faculty representatives. The Student caucus shall ordinarily be convened by the undergraduate student member(s) of the Executive Committee, or another student designated by the Executive Committee. The Alumni Caucus shall ordinarily be convened by the alumni member of the Executive Committee, or another alumni senator designated by the Executive Committee. (By action of the Senate on April 23, 1999.)

F. Senate Liaisons

The chairpersons of the New Brunswick Faculty Council, Newark Faculty Council and Camden Faculty Senate shall serve as official liaisons for their respective campuses, or, in the absence of such a chairperson, the faculty member from that campus who is also an Executive Committee member shall serve as liaison. Campus liaisons shall report on a regular basis to the Senate concerning activities of the bodies they represent. (By action of the Senate on February 21, 1992.)

Article V: Jurisdictional Matters

Policy Concerning the Collective Bargaining Process

Under University Regulation 2.2.2.B, the president must seek the advice of the Senate before acting on matters of personnel policy, and the Senate may advise the president and the Board of Governors on any matters affecting Rutgers. Under current law and interpretation, collective bargaining must take place on terms and conditions of employment. Thus, when a matter concerns only terms and conditions, collective bargaining should take place, and the Senate should refrain from offering advice, even though it has the authority to do so. When a matter concerns only personnel policy, the Senate should advise.

Some matters, however, involve considerations both of policy and of terms and conditions. Further, individuals may disagree as to whether a particular matter involves policy, terms and conditions, or a mixture of the two. In such a case, if the Senate, its Executive Committee and/or its Faculty Affairs and Personnel Committee decide that a personnel policy question is involved, the Senate may render its unsolicited advice. Then, if either the president or AAUP determines that terms and conditions are involved, the matter should be submitted to collective bargaining before being implemented or brought to the Board of Governors. (Approved by the University Senate on March 31, 1980.)

Article VI: Responsibilities of Senators

A. Senators shall report to their constituencies at every scheduled meeting of the constituencies, and the head of each constituency shall list such a report on the agenda of all scheduled meetings. (By action of the Senate on February 2, 1990.)

B. Attendance

Attendance at all full Senate and committee meetings is the primary responsibility of each senator, and is essential to the successful operation of the Senate. All who accept election to the Senate are expected to arrange a schedule that does not conflict with Senate meetings. If senators cannot attend, they can be excused by calling or writing the secretary and providing a valid reason such as professional commitments, illness, etc. Attendance records are kept and published prior to the annual election of new senators. When a senator has been absent without a valid reason for more than two Senate meetings, the unit or constituency of that representative shall be notified in writing by the Senate secretary so that the unit or constituency may consider recalling and replacing the senator.

C. Tenured faculty senators may be selected to serve as members of special panels to consider actions to detenure faculty under University Regulation 3.31.

Article VII: Senate Officers and Their Responsibilities

A. Chair

The Senate chair is elected and serves as provided in section 2.2.1.E of the Senate Bylaws. The chair performs the duties normally associated with this office, including presiding at meetings of the full Senate and Executive Committee, supervising and executing Senate business, and convening regular and special meetings of the Senate. The chair also acts as the official liaison

of the Senate to the Board of Governors, and meets at least once each semester with the President of the University and the Executive Vice President for Academic Affairs to discuss upcoming issues of interest to the Senate. Communication between the chair and the president and the president's senior administrators needs to be frequent and meaningful. In consultation with the Executive Committee, the chair appoints members and chairs of standing and ad hoc committees. The chair is responsible for initiating appeals filed under section 2.2.2.B (2) and presenting the Senate's case to the Educational Policy and Planning Committee of the Board of Governors. It is a major responsibility of the chair to solicit proactively for the Executive Committee information from the president or the president's representative on upcoming issues or projects that either require legislative or advisory action by the Senate. The chair should regularly fully report to the Executive Committee on the chair's ongoing communications with the president.

B. Vice Chair

The vice chair is elected and serves as provided in section 2.2.1 E of the Senate Bylaws. The vice chair assumes the responsibilities of the chair when the chair is absent or unable to serve. The vice chair acts as chair of the Appeals Panel if an appeal is being heard, and reports on Executive Committee action at Senate meetings. If the vice chair is a faculty member, the vice chair also convenes and chairs the Faculty Caucus. The vice chair fulfills other obligations as directed by the chair or Executive Committee. It is a primary responsibility of the vice chair to assist the chair in soliciting proactively for the Executive Committee information from the president or the president's representative on upcoming issues or projects that either require legislative or advisory action by the Senate. The vice chair should regularly fully report to the Executive Committee on the vice chair's ongoing communications with the president. This report should include a review of possible actions and issues that are expected to play an important role at Rutgers in the short or long term.

C. Secretary

The secretary performs the customary responsibilities of secretary and corresponding secretary of the University Senate. These responsibilities include, but are not limited to: composing minutes and correspondence; maintaining records of all Senate activities; responding to inquiries; and directing information and materials to the chair, Executive Committee, or committee chairs, as appropriate. In addition, the secretary shall carry out such other duties as may be delegated by the Senate. The secretary is the chief staff officer of the Senate, and as such provides continuity and perspective on past Senate actions. The secretary informs the Senate and its Executive Committee when Senate Bylaws, Senate Handbook policies or practices, or other established Senate protocols or practices are breached or require attention. The secretary is responsible for organizing records of current and past Senate actions and reports so they may inform the Senate, its committees and their chairs, and the University and broader community on the Senate's exercise of its legislative authority and advisory responsibilities. The secretary maintains online resources and records of key Senate activities and public documents, organized by chronology and committee subject area, and in ways that are logical and relevant to the Senate's structure and schedule.

D. Executive Committee Members

Executive Committee members are responsible for representing the viewpoints of their respective constituencies on the Executive Committee, and for insuring that the Executive Committee carries out its responsibilities as described in Article VIII.D.(1) below. Each member is also responsible for acting as Executive Committee liaison to one or more standing committees of the Senate, and reporting on the activities of those committees as necessary.

E. Senate-Elected Representatives to the Board of Governors and the Board of Trustees

1. The Senate annually elects representatives to serve, with full voice but without vote, on the Board of Governors and the Board of Trustees of Rutgers by action of those boards. The three representatives to the Board of Governors are: one elected faculty senator who is a full-time faculty member, the chair 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. Students elected to Board of Trustees positions need not be current members of the Senate. Board representatives should provide a detailed written report on the actions and proceedings of the board before each Senate meeting.
2. 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 members of the University Senate if not serving as elected senators (By action of the Senate on February 21, 1992).
3. 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, especially those matters that should involve Senate advice before final decisions are made. Board members are expected 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.
4. 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.

F. Parliamentarian

The parliamentarian is a member of the Senate appointed each year by the chair with the approval of the Executive Committee. The parliamentarian advises the presiding officer on matters pertaining to parliamentary procedure, and ensures that meetings are conducted in accordance with *Robert's Rules of Order* and Senate practice and standing rules.

Article VIII: Committees of the Senate

A. Overview of Committee Role

In accordance with University Regulation 2.2.3.3G, the Senate establishes committees to help carry out its work. Most Senate business is referred by the Executive Committee to one of the various standing committees or, occasionally, to an ad hoc committee. 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 that appear on the succeeding pages of this Handbook. Senate committees are advisory to the Senate, and report directly to the Senate unless otherwise instructed. (Procedures concerning the structure and operation of committees were approved by the University Senate on May 5, 1974, and amended April 28, 1995.)

B. Structure

1. Senators' committee preferences are solicited by the Senate secretary, and those stated preferences are accommodated whenever possible. The secretary then drafts committee membership rosters, attempting to balance the composition of all committees based on constituency, campus, and new and continuing senators. The Executive Committee refines and adopts the committee composition, honoring preferences to the extent they are compatible with other requirements for balance and continuity. All senators will normally serve on one committee, with the exception of senators who also serve on the Executive Committee.
2. The chair and a majority of the members of each committee shall be members of the Senate.
3. In order to preserve continuity of membership, to the extent possible, at least one quarter of each standing committee shall be drawn from the previous year's membership.
4. 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.
5. Each committee shall include at least one member of the Executive Committee to serve as liaison and to monitor committee progress.
6. Each committee shall have a chair and, if possible, a co-chair.

C. Operations

1. A meeting of all committee chairs and the Executive Committee shall be scheduled as soon as possible after the committees have been established. At this meeting, the Executive Committee explains all committees' general procedures and substantive concerns, as appropriate, acquaints the chairs with one another, and suggests 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.

2. There is no quorum requirement for committees to carry out deliberations or develop recommendations. The members present develop recommendations and submit a report based on their opinions, and the names of all committee members are to be listed on all reports.
3. Committee chairs are responsible for circulating 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.
4. The secretary shall transmit specific matters to each committee for study and action with the fullest possible background information. The secretary shall 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.
5. Standing committees are encouraged to initiate studies and projects of their own choosing on matters within their provinces as defined in their respective general charges. Committee reports on such independent activities may eventually come to the Senate for action in the same way as reports on specifically referred charges. Chairs shall keep the Executive Committee informed of such work through the Executive Committee member assigned to them or through the secretary.
6. Committees normally handle meeting notices and correspondence from their own resources. If this is impossible, the Senate office should be contacted to arrange for assistance. The Senate secretary should be kept informed of committee meetings, agendas, and attendance, and furnished with a copy of committee minutes.
7. In May, the chair 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 Senate secretary.

D. Committees and Their Standing Charges

1. Executive Committee

Standing Charge: To perform those duties defined in University Regulation 2.2.1.F, to coordinate the activities of the Senate and its committees, and to exercise such powers as the Senate may delegate to it.

The Executive Committee shall act on behalf of the Senate between meetings of the Senate, and report these actions to the Senate. (Note: On September 29, 1970, the Senate adopted a motion authorizing the Executive Committee to act on its behalf between meetings of the Senate as provided in University Regulations 2.2.1.F and 2.2.3.F, and requiring the Executive Committee to report these actions to the Senate.) Although the Executive Committee is empowered to act for the Senate in exceptional circumstances, it shall minimize responding to emergency situations that require precipitous or independent action, and shall strengthen and publicize its planning, referral, evaluation, and liaison functions.

a. Planning Function of the Executive Committee

In fulfilling its planning function, the Executive Committee shall:

- Identify those matters on which the Senate has a responsibility to exercise its legislative authority under University Regulation 2.2.2.A, and assign such matters to committees.
- Identify those matters on which the Senate has a responsibility to exercise its advisory authority under University Regulation 2.2.2.B, and assign such questions to committees.
- Review the annual reports from Senate committee chairs, decide which charges should be continued or modified; and anticipate and propose other matters needing Senate attention. The secretary will transmit these matters as charges to the appropriate committee, along with pertinent background information.
- Assign members to Senate standing committees and special panels, ensuring broad representation on each of the committees (to the extent possible within the limitation in the third paragraph of "Committees of the Senate").
- Take responsibility for assuring standing committees, and the Senate as a whole, sufficient time in which to study and advise on all proposals brought to it.
- Issue, at its discretion, a rule calling for a specific voting procedure on a resolution pending before the Senate, including voting by secret ballot, to ensure an efficient voting procedure, and to protect the integrity of the vote whenever issues of extreme sensitivity or confidentiality exist.

b. Referral Function of the Executive Committee

In fulfilling its referral function, the Executive Committee shall:

- Refer new matters to the committees throughout the year. The Secretary shall transmit these referrals in writing with appropriate supporting information. (In keeping with its referral function, the Executive Committee shall generally refrain from initiating discussion of new issues on the Senate floor but rather move all business through the committee structure.)
- Establish ad hoc committees and charge them appropriately.

c. Evaluation Function of the Executive Committee

In fulfilling its evaluation function, the Executive Committee shall:

- Review and evaluate the performance of Senate committees and the Senate body as a whole.
- Report to the Senate the results of any such evaluations requiring action.

d. Liaison Function of the Executive Committee

In fulfilling its liaison function, the Executive Committee shall:

- Arrange for and monitor compliance with liaison arrangements among Senate committees, the administration, and University committees.
- Act as a 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.
- Appeal to the Board of Governors as provided in Section 2.2.2.B.(2) when the president does not consult the Senate in the areas defined for such consultation.

2. 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 2.2.2. B of University Regulations. These responsibilities shall include, but are not limited to, the following:

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

3. University Structure and Governance Committee

Standing Charge: The University Structure and Governance Committee (USGC) 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 and faculty governing bodies, and the structure of the Senate

itself. The USGC shall be responsible for initiating reviews of governance issues in accordance with these guidelines. The responsibilities of the USGC shall include, but are not limited to, the following:

- Advise and make proposals to the Senate on matters within the Senate's legislative authority, including formal relationships among Rutgers academic units, and the organization of the disciplines.
- Advise the president, through the Senate, on the establishment or dissolution of colleges, schools, divisions, institutes and similar educational units (University Regulations 2.2.2 B), and on termination or suspension of academic programs.
- Consider and advise the president on special affiliations and programs (University Regulations 2.2.2 B.) and agreements and formal relationships with other institutions, including internet service providers, particularly as they relate to the structure and unit relationships of Rutgers.
- Review all matters relating to the composition of the Senate (University Regulations 2.2.1. through 2.2.1.D.).
- Study and make recommendations to the Senate on matters relating to the role and function of the Senate as a body within Rutgers' governance scheme (University Regulations 2.2.2. through 2.2.2.C) as well as on the role and function of internal structures and processes of the Senate itself (University Regulations 2.2.3. through 2.2.3.K).
- 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.
- Study and make recommendations on relationships between Rutgers and the public.

4. Student Affairs Committee

Standing Charge: The Student Affairs Committee (SAC) shall have primary responsibility for matters directly concerning students. These shall include, but are not limited to, the following:

- 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.
- Further concern itself with student disciplinary policies and procedures, student health services, bookstores, and other student services.
- Advise the administration, through the Senate, on policies governing the athletic fees, programs, and facilities of Rutgers.
- Advise administrative officers and others, through the Senate, on questions relating to actual, possible or alleged discrimination as it affects the students of Rutgers.

5. Faculty Affairs and Personnel Committee

Standing Charge: The Faculty Affairs and Personnel Committee (FAPC) shall have primary responsibility for matters directly concerning faculty, with the exception of matters included under the collective bargaining agreement. These shall include, but are not limited to, the following:

- Survey the general policies of Rutgers with respect to the rank and standing of all faculty personnel.
- Review all procedures and regulations by which appointments, promotions and tenure are governed.
- Study the relations of the faculty members to administrative officers, and the manner in which administrative requirements affect faculty.
- Evaluate and recommend policies concerning both internal funding for research and the conditions under which external research funds are solicited, accepted and administered.
- Consider patent and human subject policies of Rutgers.
- Advise administrative officers and others, through the Senate, on questions relating to actual, possible or alleged discrimination as it affects the faculty and staff of Rutgers or Rutgers' responsibility to the public.
- Review matters concerning academic freedom, equal opportunities, and personnel practices and procedures, as these matters affect the educational mission of Rutgers.

6. Instruction, Curricula and Advising Committee

Standing Charge: The Instruction, Curricula and Advising Committee (ICAC) shall have primary responsibility for issues directly related to instructional matters, curricula and advising. These shall include, but are not limited to, the following:

- Review the broad educational and research policies of Rutgers related to instruction, curricula and advising.
- Review agreements and formal relationships with other institutions, particularly as they relate to the educational mission of the University.
- Review educational policies related to various times, places, and manners of instruction.
- 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.
- Examine and evaluate University-wide operations such as the library system and computer services.
- Consider matters related to the use of technology in education, including the use of distance-learning technologies.

7. Academic Standards, Regulations and Admissions Committee

Standing Charge: The Academic Standards, Regulations and Admissions Committee (ASRAC) shall have primary responsibility for matters directly related to academic

standards, regulations and admissions. These shall include, but are not limited to, the following:

- Bring to the Senate proposals that utilize the Senate’s legislative authority to formulate minimum standards of admission, scholarship and honors (University Regulation 2.2.2A).
- Review broad educational and research policies of Rutgers as they apply to issues related to academic standards and admissions (University Regulations 2.2.2.B).
- Formulate policies on academic issues related to athletic programs and student athletes.
- Consider University-wide issues related to recruitment, retention, publications, financial aid, and minority-student interests.
- Review University-wide regulations governing academic practices and standards, including grading.
- 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.
- Study issues affecting the academic calendar, including receiving comment from all sectors of the University community concerning this matter, offer recommendations for establishing the University calendar to the University Senate for action under its legislative authority (University Regulation 2.2.2.A), monitor unit departures from the calendar, review matters concerning the University Commencement, and make recommendations, as needed.

8. Equal Opportunity Committee

Standing Charge: The Equal Opportunity Committee (EOC) shall 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.

9. Appeals Panel

Standing Charge: The Appeals Panel shall hear appeals filed in accordance with University Regulation 2.2.2.C. concerning administrative decisions, and shall render decisions with respect to these appeals according to procedures adopted by the Senate.

The Appeals Panel will comprise an “on-call” panel of faculty, student and alumni senators representative of the disciplines and diverse opinions of Rutgers Community, and shall be appointed at the beginning of each year by the Executive Committee. This panel will meet only when an appeal is filed in accordance with Regulation 2.2.2.C of University Regulations. Appeals Panel members will therefore be appointed to this panel in addition to their regular committee duties. In the event that an appeal is heard, members may request and be granted release from regular committee responsibilities for the duration of the appeal process. This panel will be convened and chaired by the vice chair of the Senate.

10. Nominations Panel

Standing Charge: The Nominations Panel shall be appointed by the Executive Committee in March or April of each year, with the following responsibilities:

- Select candidates for the offices of chairperson, vice chairperson, other members of the Executive Committee, and all other officers and representatives to be elected by the Senate.
- The Nominating Panel shall nominate one or more candidates for each office. At least one nominee for each office must not be a member of the panel. The Nominating Panel chair, on behalf of the Nominating Panel, solicits and accepts additional nominations from the Senate floor during the election process.

Note: The report of the Nominating Panel shall be circulated to members of the Senate-elect by the Senate secretary at least ten days before a special organizational meeting of the Senate-elect to be held in the spring of each year for the purpose of electing officers.

Footnotes

¹On November 14, 1969, the Board of Governors defined these legislative functions of the Senate in University Regulation 7.21, which is identical in every word to the current Bylaws of Rutgers University 2.2.2.A. For a copy of Regulation 7.21, see the Letter of Mason W. Gross, President of Rutgers University, dated November 19, 1969 (Rutgers Senate Archives), which includes the entire text of the Board of Governor's delegation of power to the University Senate. See also the Handbook of the University Senate, January 1973, p. 6. While still president of Bennington College, Edward J. Bloustein, soon to become president of Rutgers University, requested information on the Senate, and received in response a letter from Carter R. Smith dated August 24, 1971 noting, "Section 7.21 of University Regulations defines the area of delegated authority in academic matters. In these areas, the Senate acts to change University regulations." John R. Martin, in the administration of President Edward J. Bloustein, referred to this authority in his memorandum of January 20, 1972 to Carter R. Smith, Secretary of the University Senate, by noting, "We are agreed, I believe, that we must distinguish between two types of matters which will be flowing from the Administration to the Senate, from time to time: 1. Policy Questions – those matters for which the Senate has partial or full *de jure* responsibilities, and 2. Administrative Questions – those matters whose resolution is the prerogative of the Administration (if only) because the Senate has no *de jure* responsibilities pertaining thereto" (Rutgers Senate Archives).

²For an example, see the letter of Carter R. Smith, Senate secretary, dated May 11, 1972, to President Edward J. Bloustein about the Senate decision to change the wording of the Rutgers University diploma; see also the letter of Martha Emery, Senate secretary, dated September 10, 1980 to President Edward J. Bloustein about the Senate action with respect to the Graduate Admissions Policy, noting, "It is forwarded to you for administrative implementation" (Rutgers Senate Archives).

³The meaning of the Senate's legislative authority in the area of "regulating formal relationships among academic units within the University, including the organization of the disciplines" has been defined in practice over the years. For example, in one case the Senate legislated policy on an issue in this area. On March 30, 1972 Vice President for Academic Affairs Winkler sent to the Council of Deans a memorandum on the topic "Redefined Authority of the New Brunswick Chairmen in the Liberal Arts." On April 12, 1972, the Senate Executive Committee referred this matter to the Senate's Educational Policy Committee after an April 11, 1972 request from the dean of Rutgers College. That committee

solicited the opinion of all deans and New Brunswick department chairs and, based on the committee's recommendation, the Senate adopted a resolution at its June 14, 1972 meeting calling upon "the University administration to present to the Senate for its consideration and approval, in accordance with Section 7.21 of the University Statutes, proposed modifications in the university regulations to reflect changes in organizational structure over the past several years, as these changes affect the organization of the disciplines and relationships among the academic units of the University – e.g. such matters as the titles and responsibilities of the New Brunswick Provost and the New Brunswick department chairmen; the relationship of these officers to the deans of the colleges and the Dean of the Graduate School, etc." The resolution set forth a number of guiding principles (Meeting Minutes). On June 16, 1972, the Senate secretary, William R. Battle, sent a letter to President Edward J. Bloustein to this effect "under Section 7.21." On February 16, 1973, Provost Kenneth Wheeler submitted to the Senate a document on the "Organization of the Biological Sciences." It dealt with the role of the New Brunswick Chairman for the Biological Sciences. The Educational Policy Committee refused to consider this document until the administration complied with the June 14, 1972 resolution. In a January 31, 1973 letter, President Edward J. Bloustein informed Dr. Warren R. Battle, Senate secretary, that the regulations would be prepared, and that "we expect to bring these proposed regulations to the Senate for consideration early in the spring of 1973" and that "our administrative actions with regard to Federated disciplines and chairmen follow the resolution of June 14th." On February 16, 1973, the Senate defeated a motion by Provost Wheeler to consider the reorganization of the biological sciences and all other disciplines individually. The minutes of the Executive Committee show that the administration sent the Senate proposed changes in University regulations on the role of the provost, deans and directors, and the organization of the disciplines on May 9, 1973. The Educational Policy Committee brought the text and amendments to the administration's regulations to the Senate floor on September 17, 1973, which were passed (Minutes and Committee Report). On October 18, 1973, Karl E. Metzger, on behalf of the Board of Governors, wrote to Dr. Warren R. Battle, Senate secretary, that the board approved the changes as recommended by the Senate (Rutgers Senate Archives).

⁴On November 14, 1969, the Board of Governors defined these advisory functions of the Senate in University Regulation 7.22. The issues listed from "a" through "e" in University Regulation 7.22 are identical in every word to the current Bylaws of Rutgers University 2.2.2 B with the exception that the Board of Governors later expanded this advisory function by clarifying that the matters "include but are not limited to" these specific issues. For a copy of Regulation 7.22, see the letter of President Mason W. Gross, dated November 19, 1969 (Rutgers Senate Archives), which includes the entire text of the Board of Governor's delegation of power to the University Senate. See also the Handbook of the University Senate, January 1973, p. 6.

⁵An example of the application of the Senate's authority on discontinuance of programs, departments, and centers occurs in a letter of September 13, 1999 by Vice President Christine Haska regarding the Cook College B.S. Program in Professional Occupational Education, and the October 6, 1999 action of the Senate on this matter (Rutgers Senate Archives).

Appendix A: Senate Enabling Regulations

[TO BE INSERTED FOLLOWING BOARD OF GOVERNORS IMPLEMENTATION OF SENATE-RECOMMENDED REVISIONS.]

Appendix B: Senate Membership Entitlements

1. Units Having Faculty Senator, Student Senator, or Dean Positions in the University Senate.

UNIVERSITY-WIDE

Libraries

RUTGERS - CAMDEN

Faculty of Arts and Sciences-Camden

Camden College of Arts and Sciences

University College-Camden

School of Business-Camden

Graduate School-Camden

School of Law-Camden

Camden Campus At-Large

RUTGERS - NEWARK

Faculty of Arts and Sciences-Newark

Newark College of Arts and Sciences

University College-Newark

College of Nursing

Faculty of Management

Rutgers Business School-Newark and New Brunswick

Graduate School-Newark

School of Criminal Justice

School of Law-Newark

Newark Campus At-Large

Other Research and Academic Units (with budgeted faculty lines) collectively, including:

Center for Global Change and Governance

Center for Molecular and Behavioral Neuroscience

RUTGERS - NEW BRUNSWICK

Faculty of Arts and Sciences-New Brunswick

Douglass College

Livingston College

Rutgers College

University College-New Brunswick

Cook College

College of Engineering

College of Pharmacy

Mason Gross School of the Arts
Rutgers Business School-Newark and New Brunswick
School of Communication, Information and Library Studies
Edward J. Bloustein School of Planning and Public Policy
School of Management and Labor Relations
Graduate School-New Brunswick
Graduate School of Applied and Professional Psychology
Graduate School of Education
School of Social Work
New Brunswick Campus At-Large

Other Research and Academic Units (with budgeted faculty lines) collectively, including:

Center for Agricultural Molecular Biology
Center of Alcohol Studies
Center for Surface Modification
Eagleton Institute of Politics
Institute for Health, Health Care Policy, and Aging Research
Institute of Marine and Coastal Sciences
Center for Operations Research
New High Energy Theory Center
Center for Urban Policy Research
Laboratory for Vision Research
Waksman Institute of Microbiology

RUTGERS UNIVERSITY ALUMNI FEDERATION

The Rutgers University Alumni Federation elects six voting members to the Senate.

ADMINISTRATION

The following University administrators are voting members of the Senate:

President of the University
Executive Vice President for Academic Affairs
University Librarian
Provost-Camden
Provost-Newark
Two additional University administrators named annually by the President

2. Senate Membership Entitlement

	Faculty	Students	Administrators	Alumni Federation	TOTALS
University-Wide	2		3	6	11
Camden	11	7	7		25
Newark	20	12	11		43
New Brunswick	63	39	18		120
TOTALS	96	58	39	6	199