

Report of the University Structure and Governance Committee on Charge S-1907

Charge: Composition of the Senate: Consider which of the recommendations in the USGC's response to charge S-1605 (many of which were important in practice though incidental to the original purpose of the charge) should be brought back to the Senate, and how this should best be achieved. Make any appropriate recommendations.

Charge S-1605: Size and Composition of the Senate, Reviewed: As mandated in the December 2012 Senate [Response to Charge S-1201, on Senate Size and Composition](#), reconsider the size and composition of the Senate. Respond to Senate Executive Committee.

Background:

The University Structure and Governance Committee (USGC) was tasked in 2012 to investigate the size and composition of peer institution Senates and if needed recommend changes to the Rutgers University Senate. USGC contacted all of our American Association of Universities (AAU) peers to better understand the composition and sizes of their respective Senates. While our Senate was atypical since we were much more inclusive than many of the other AAU Senates, all dealt with many of the same issues of encouraging participation and managing an optimal membership size. These issues include the numbers and participation of their members. During the course of the analysis and study of AAU Senates by USGC, we learned that Rutgers and the University of Medicine and Dentistry of New Jersey (UMDNJ) were to be integrated. Knowing this, USGC recommended temporary reductions in the number of Senators recognizing that the integration would likely increase the number of Senators thus ensuring that the “new” Rutgers would properly reflect all of the various constituencies. Report S-1201 was the end result of that analysis submitted by the USGC and approved by the full Senate, President and Board of Governors (BOG). Report S-1201 recommended an adjustment to the number of entitlements for each constituency. One recommendation, number 4 required that “The size and constitution of the University Senate shall be reconsidered by the University Structure and Governance Committee within three years of the implementation of these recommendations.

Charge S-1605 was issued by the Executive Committee to fulfill the mandate for a review of the changes made in response to charge S-1201. As detailed below, it identified at the same time a number of other issues relating to the composition of the

Senate that were deemed suitable to be addressed at the same time. USGC reported on charge S-1605 in November 2018. This report contained a composite resolution addressing all the issues identified by USGC at that time. This report was introduced on the floor of the Senate at the December 2018 meeting, and the composite resolution was debated and rejected by the Senate at its January 2019 meeting. It is not possible to be certain why individuals voted as they did, but the two major concerns expressed during the debate focused on: (1) the issue of restoring the vote that was previously taken away from Deans at the same time that the numbers of faculty and student voting faculty were being reduced; and (2) the prospect that when the size of the senate was pruned back to the levels envisaged in S-1605 (anticipating, as then, future growth as the size of the community grows), the reduction for students would fall occur immediately because students have 1-year terms, but would be staggered over three years for faculty. This second concern was not factually correct: although faculty have 3-year terms, faculty elections are staggered over three years, with about 1/3 being elected each year; so since the proposed reduction is much less than 1/3, it would all also potentially impact at once. In addition, the resolution contained provisions so that for both students and faculty, the planned reduction would be introduced in stages, with each bearing half of the reduction in each of two consecutive years.

Consequently, USGC is now charged to consider which of the recommended changes in the response to charge S-1605 should be brought back. The resolutions in the current report are organized to present the returning recommendations in separate groups so that they can be debated and voted on in such a way that they need not all stand or fall together, as happening previously when, unfortunately, necessary changes (such as to reflect changes in job titles at Rutgers in recent years) were not approved.

The BOG voted to approve the recommendations in the response to charge S-1201 on February 28, 2013 and thus update University Policy 50.2.1. The integration of the legacy UMDNJ and legacy Rutgers also had an impact on how the “new” Rutgers classified Senators from the Libraries. Librarians in legacy Rutgers are faculty, those at legacy UMDNJ are classified as staff. The University Senate entitlements for Librarian Senators afforded representation for one Senator for each 45 faculty Librarians. This classification complicated representation because of the integration. USGC discussed better ways to provide for representation from this important constituency and our recommendations follow. USGC discussed all of these and other issues and this report modifies University Policy 50.2.1 based on all of this background and subsequent discussion and is included in this report as Appendix A.

Considerations:

The USGC recognizes the crucial role that all constituencies play in the life of Rutgers. Faculty play a central role in the intellectual life of the institution in all areas of research and teaching. Staff have the essential role of developing, maintaining and improving institutional operations. PTLs provide practitioner experience and learning. Students are the educational focus. Alumni provide a view outside of the academy.

Administrators provide strategic leadership. No one constituency is expendable or less important and together they provide the strength and diversity that the Rutgers University Senate embodies. For the academic years 2018–2019, the entitlements of the various constituencies provided for a University Senate of 259 Members. As noted in Report S-1201 the breakdown of entitlements is listed below.

The Senate entitlements for voting members are set out in University Policy 50.2.1, and are currently implemented as follows:

- For each major geographic campus and RBHS, 4 faculty senators-at-large and 2 senators-at-large representing part-time lecturers and annuals
- For undergraduate and graduate professional colleges and schools, the larger of one faculty senator for each 60 budgeted faculty lines or major fraction thereof, or one senator for each 800 full-time equivalent students or major fraction thereof, except that each school or college shall be entitled to at least one representative (distributed appropriately in units that share faculty)
- For graduate schools, the larger of one faculty senator for each 60 budgeted faculty lines or major fraction thereof plus one senator for each additional 267 members and associate members, or one senator for each 800 full-time equivalent students or major fraction thereof
- For University Libraries, one faculty senator for each 60 budgeted faculty lines or major fraction thereof
- For all other research and academic units collectively, one faculty senator for each 60 budgeted faculty lines or major fraction thereof
- One student senator for each 1200 full-time equivalent students or major fraction thereof, of each school or college offering degrees, except that each school or college shall be entitled to at least one student representative
- For staff, 20 senators (7 from New Brunswick, 6 from RBHS, 4 from Newark, and 3 from Camden) (The number of staff senators has already been approved and adopted in practice but is not yet implemented in the policy library.)
- For the alumni association, 6 senators
- The President of the University
- The Senior Vice President for Academic Affairs
- The Chancellor – New Brunswick

- The Chancellor - Newark
- The Chancellor - Camden
- The Chancellor - RBHS
- The Vice President for Information Services and University Librarian
- The Executive Vice President for Finance and Administration
- The Dean of each faculty, school and college
- One additional member of the administrative staff to be named by the President
- The immediate past chair of the University Senate if not already serving as an elected senator

The Senate is a robust active community of volunteers who care about shared governance and the health of the university. While the large size of the Senate is an indicator of the importance of shared governance to the university it can also be difficult to ensure the active participation and attendance of a majority of Senators. The purpose of this report is to assist in maintaining a manageable size in a growing vibrant institution. The purpose is not to exclude or constrain but to manage growth over time.

For faculty and students, senate entitlements are based on formulae using the numbers of faculty and students each year. These formulae determine the entitlements of each unit, roughly in proportion to their relative sizes. As a given unit grows, so too does its senate entitlement. As a result, the overall size of the senate is unconstrained. A side-effect of this is that the senate at the time the report on S-1201 was adopted had essentially doubled in size since its inception. In addition, other constituencies (staff, PTLs, alumni and administrators) have fixed senate entitlements. So although the formulae and their response to growth in units preserve the balance between faculty and students, they erode the influence of the other groups. S-1201 recommended changes in the constants in the formulae, so as to prune back some of the growth in the size of the senate that had previously accumulated. At the same time, it recognized that this pruning would soon be overtaken by ongoing growth in the size of the university, and by the merger with UMDNJ. This report proposes further changes in the constants, again temporarily pruning back the size of the senate somewhat, recognizing again that ongoing growth will likely continue. Other solutions are certainly possible: balance could also be preserved by setting faculty and students entitlements via fixed numbers, as for the other constituencies; or by allowing all constituencies to grow without constraint. The USGC considers amending the formulae a second time to be the best solution at this time. Reductions arising as a result of these changes are likely temporary (assuming the university continues to grow). They will be felt in the short term more by larger units than small – but these are precisely the units that have benefitted most from growth in recent years. The view of the USGC is that small changes at recurring intervals, such as are proposed here, are preferable to more drastic changes at less frequent intervals.

In light of these considerations, the USGC proposes the following changes:

- the Senate change the formula to “**one** faculty senator for every **80** budgeted faculty lines or **one** senator for every **1067** full time equivalent students.”
- The Senate change the formula to “**one** student senator for every **1600** full time equivalent students.
- the size of any unit’s senator entitlement should remain capped at **20**.
- once a unit’s Senate entitlement reaches 10, the formula be further modified so that further growth proceeds at half the rate (i.e., **80** becomes **160**, **1067** becomes **2134**, and **1600** becomes **3200**).
- after adoption of these recommendations, existing senators serve out their current term, but no unit may elect new senators in excess of the modified entitlements.
- because of the reduction in overall numbers, continuity of service will become more critical to institutional memory and effectiveness. Thus, staff and Librarian senator terms should be aligned with faculty terms since these groups are university employees. Doing so would add one year to staff and Librarian Senator’s terms so that both faculty and staff have 3-year Senate terms. Doing so would provide for more consistency of terms and thus the election process for the representatives of faculty, staff, librarian and alumni senators.
- Change the number of entitlements for alumni from 6 to 8. This change reflects the addition of RBHS to legacy Rutgers that was never incorporated into 50.2.1 in the policy library.
- Amend the entitlements to change the term of the University Library senators from two to three years. This change will go into University Policy 50.2.1 6.II.E as “The University Libraries shall be represented by two Senators who hold the title of Librarian who shall serve for a term of three years starting on July 1.”
- Terms for alumni senators be formalized as being three years. This is not new: it is current practice; but is not articulated in the current version of policy 50.2.1.

Table 1 is a listing of Big10 Senate sizes and the constituencies included in those bodies. The reduction proposed by USGC would bring us in better alignment with the other Big10 Senates. The changes proposed in this report will bring us from the second largest of the fourteen Big Ten Senates to the fifth largest. Rutgers will no doubt continue to grow again as enrollments increase over time.

Table 2 is included in this report for a historical perspective from USGC Report on S-1201 of all AAU institutions. Table 3 is a summary of the proposed reductions broken down by each unit and campus.

USGC proposed no changes to the cap of 20 Senators per unit. The committee recognized that while units continue to grow, representation by all Senators is designed for the good of the institution and not individual units. While it is important to provide representation to all units, capping participation at some level ensures that smaller units are not overwhelmed by larger ones while still providing for a diverse set of voices to be heard.

USGC also considered the terms of each Senate constituency and determined that there was no rationale, best practices, precedent or other reason other than historical for staff and librarian senators to have terms of two years. The committee determined that while the same could be said for three year terms and any such term numbers are perhaps arbitrary, USGC believed that staff and librarians should have the same terms as faculty and alumni senators.

These changes proposed by USGC would modify the entitlements and claw back some of the recent growth in the size of the Senate. The result of these changes is the change in total numbers while preserving the balance between the main constituent groups. The current number of entitlements as of the 2019 – 2020 academic year stand at 246. Adoption of these resolutions will reduce the Senate entitlements temporarily, beginning in 2020 – 2021. USGC is proposing to increase the numbers used in the formula by 1/3. This will have the desired effect of reducing the new Senate by approximately 16% in the short term (subject to future growth as the size of the community grows). The minimum number of Senators for smaller units is one. This is a similar reduction in size to that proposed in S-1201. While we continue to expect growth, it is not likely Rutgers will experience a further integration with another institution as happened with legacy UMDNJ.

These changes should be considered only as management of entitlements. There are and always will be units that do not elect their full entitlements. Further, significantly fewer Senators attend Senate meetings on a regular basis. Senate attendance averages approximately 45-50%. We can expect that the reduction in Senators attending Committees and Senate meetings will be much less than the 25% reduction in entitlements, which is similar to the result seen after the last reduction in Senate size.

Resolutions

Be it Resolved That:

1. University Policy 50.2.1.
 - a) A (1) be amended to read: "20 representatives from among the staff, and eight representatives elected by the Rutgers University Alumni Association." and amend the name of "Chancellor Biomedical and Health Sciences," to "Chancellor - Rutgers Biomedical and Health Sciences,"
 - b) B (9) be amended **from** "The 20 staff representatives will be elected at-large from their respective campuses, with seven senators representing New Brunswick, six representing RBHS, four Senators representing Newark, three Senators representing Camden. Staff senators will serve for a term of two years starting on July 1. When vacancies exist among these Senators, new representatives will be elected to finish their term" **to** "The 20 staff representatives will be elected at-large from their respective campuses, with seven senators representing New Brunswick, six representing RBHS, four Senators representing Newark, three Senators representing Camden. Staff senators will serve for a term of three years starting on July 1. When vacancies exist among these Senators, new representatives will be elected to finish their term."
 - c) C (5) be amended to read "The University Libraries shall be represented by two Senators with the title Librarian who shall serve for a term of three years starting on July 1."
 - d) A new paragraph 12 be added to Policy 50.2.1. Section C. as follows: Senators representing alumni shall serve for terms of three years starting on July 1.
2. University Policy 50.2.1.
 - a) C (2) be amended to read: "Each undergraduate and graduate professional college or school (except those listed in (3) below) shall be entitled to the larger number of faculty senators based upon: (a) one senator for each **80** budgeted faculty lines or major fraction thereof, or (b) one senator for each **1067** full-time equivalent students or major fraction thereof, except that: (i) each college or school shall be entitled to at least one representative, (ii) for a college or school whose entitlement has reached 10 faculty senators, further entitlement shall be based on the larger number of faculty senators based upon: (a) one senator for each **160** budgeted faculty lines or major fraction thereof, or (b) one senator for each **2134** full-time equivalent students or major fraction thereof (iii) the maximum number of faculty senators for each college or school shall be 20. This provision applies to those undergraduate and graduate and professional colleges or schools not specifically included in C(3) below."

- b) C (4) be amended to read: “The graduate schools shall be entitled to a number of faculty senators which is the greater of: (a) one senator for each **80** budgeted faculty lines or major fraction thereof plus one senator for each additional **356** members and associate members of that graduate school faculty or major fraction thereof, or (b) one senator for each **1600** full-time equivalent students, or major fraction thereof, except that: (i) for a graduate school whose entitlement has reached 10 faculty senators, further entitlement shall be based the greater of: (a) one senator for each **160** budgeted faculty lines or major fraction thereof plus one senator for each additional **711** members and associate members of that graduate school faculty or major fraction thereof, or (b) one senator for each **3200** full-time equivalent students, or major fraction thereof (ii) the maximum number of faculty senators for each graduate school shall be 20.”
 - c) University Policy 50.2.1.C (7) be amended to read “Other research and academic units on a campus shall collectively comprise one unit (for the purpose of Senate representation) which shall be entitled to one senator for each **80** budgeted faculty lines or major fraction thereof. This provision shall include the research and academic units as maintained on a current listing by campus in the Office of Institutional Research and Academic Planning, as provided in Section 10.1.2 (formerly Book 1.3.2) of University Policies, unless such units are otherwise provided for above, plus any faculty lines budgeted to the Division of Continuing Studies.”
 - d) University Policy 50.2.1.D be amended to read “One student senator shall be elected for each **1600** full-time equivalent students, or major fraction thereof, of each school or college offering degrees, except that: (i) each school or college shall be entitled to at least one representative, (ii) for a school or college whose entitlement has reached 10 student senators, further entitlement shall be based on one senator for each **3200** full-time equivalent students or major fraction thereof (iii) the maximum number of student senators for each school or college shall be 20.”
3. Upon implementation of Resolution 2
- a) currently elected senators shall continue to serve to the end of their existing terms, but no new senators may be elected (including replacements) in excess of the new entitlements nor are terms extended.
 - b) So that reductions in entitlements need not be addressed within a single year by units who stagger the election of their 3-year term entitlements over three years, 50% of the changes in Resolution 2 will be used in computing entitlements for 2019-2020, and 100% for 2020-2021 and thereafter. Units may, if they wish, manage the staggering of terms further by electing fewer Senators than their entitlements in either of these Senate years.

4. The University Structure and Governance Committee be charged to investigate and report on how staff not aligned with any chancellor are elected to the Senate and make recommendations based on this investigation.
5. The University Structure and Governance Committee be required to reassess the outcome of these changes in three years, or less if the need arises.

And Be It Further Resolved that

Policy 50.2.1 be modified to reflect those Resolutions above that are adopted by the Rutgers University Senate.

Report on Charge S-1605: APPENDIX A: Proposed Revised Policy 50.2.1



RUTGERS POLICY

Section: 50.2.1

Section Title: University Senate

Policy Name: Senate – Membership and Organization

Formerly: Book 2.2.1

Approval Authority: Board of Governors

Responsible Executive: Senior Vice President for Academic Affairs

Responsible Office: Office of Academic Affairs

a) Originally Issued: 1959

Revisions: 12/10/1999; 6/9/2005; 2/28/2013; 7/1/2013

Errors or Changes? Contact: policies@oaa.rutgers.edu

1. Policy Statement
This policy is intended to inform those members of the Rutgers community interested in becoming University Senators, as well as those responsible for conducting elections of University Senators. It also informs the Rutgers administration and community regarding the representation and election of the University Senate Members.
2. Reason for Policy
This policy codifies eligibility of members of the Rutgers community to become members of the University Senate and guides Rutgers units in understanding how they are represented in the activities of the Senate.
3. Who Should Read This Policy
All members of the Rutgers University community
4. Related Documents
Policy 50.2.2, University Senate – Duties and Powers Policy 50.2.3, University Senate – Procedures
5. Contacts
Rutgers University Senate – Phone 848-932-7642 <http://senate.rutgers.edu>

50.2.1 MEMBERSHIP AND ORGANIZATION OF THE SENATE

A. Definitions

1. The term “faculty member” as used in paragraphs B(1), B(2), B(3), B(4), B(5), and B(6) with respect to eligibility to vote for a representative and/or to be elected to the Senate shall refer to tenure-track, non-tenure-track, and clinical faculty members of the University (other than part-time lecturers) holding the ranks defined in Policy Section 60.5.2 A and B of the University Policy Library.
2. The term “faculty member” as used in paragraphs B(2) and C(1)-(6) with respect to being counted for the purpose of determining the entitlement of a unit shall refer to all budgeted instructional, research, clinical, and extension faculty lines assigned to each Faculty, college, school and division of the University in the fall semester of each academic year.
3. The term “part-time lecturers” as used in paragraph A(1), and in paragraphs B(5) and C(1) with respect to eligibility to vote for a representative and/or to be elected to the Senate, shall refer to lecturers hired on a semester/course basis. All part-time lecturers employed by the university at the time of the election are eligible to vote in their respective major campus elections. Those who have taught at the University for at least three semesters during the last three calendar years are eligible to serve.
4. The term “full-time-equivalent student” as used in paragraphs C(1), C(2), C(3), C(4), and D shall be defined as the number of full-time students plus two-fifths the number of part-time students matriculated in each school or college in the fall semester of each academic year.
5. The term “Graduate Schools” as used in paragraphs B(2) and C(4) shall refer to the Graduate School-Newark, the School of Graduate Studies and the Graduate School-Camden.
6. The term “staff” as used in paragraphs B(1), B(9), and F(1) with respect to eligibility to vote and/or to be elected to the Senate shall refer to full-time employees of the university who are not faculty members as defined in paragraphs A(1) and A(3).
7. The term “major campus” as used in paragraphs B(10), C(1), and F(1) shall refer to the three geographic campuses (New Brunswick, Newark, and Camden) and Rutgers Biomedical and Health Sciences, each headed by a Chancellor.

B. Membership and procedures

1. The voting members of the University Senate shall be the faculty senators, elected by and from the faculty members of the faculties, colleges, schools, major campuses, and other units of the University as described in paragraphs C(1)-(5), the student senators as described in paragraph D, 20 representatives from among the staff, and ~~six~~ **eight** representatives elected by the Rutgers University Alumni Association. The President of the University, the Senior Vice President for Academic Affairs, the Senior Vice President for Finance and Administration, the Chancellor-Newark, the Chancellor-Camden, the Chancellor-**Rutgers** Biomedical and Health Sciences, the Chancellor-New Brunswick, the University Librarian, and one additional member of the administrative staff to be named by the President shall also be voting members of the Senate. The immediate past chairperson of the University Senate, if not already serving as an elected Senator, shall remain a voting Senator for one further year. The Senate may also appoint non-voting members

2. The President of the University or the President's designee shall certify to the Secretary of the Senate the number of faculty members and full-time- equivalent students in each unit and the number of members and associate members of the graduate faculties on December 1 of each year for the purpose of determining the faculty representation for the following academic year. A faculty member shall be counted only in the unit to which the faculty member's faculty line is budgeted, with the exception that a member of the faculty of one of the regional campus graduate schools will be counted as a faculty member of that graduate school in accordance with paragraph C(4) below, in addition to the faculty member's home division.
3. The election of faculty senators shall be in accordance with their unit's bylaws and shall be at large within each unit unless otherwise provided in the unit's bylaws. When representatives are elected at large for a major campus, the elections shall be conducted by the Chancellor's Office. Each campus shall have the option of conducting elections of at-large faculty Senators through action of its respective campus-wide faculty body/group in lieu of campus-wide elections.
4. For the purpose of voting for a representative to the University Senate and/or being elected to the University Senate, a faculty member, excluding members of the graduate faculties, shall have eligibility to vote and/or to be elected in the unit in which the largest share of the faculty member's line is budgeted, providing that in the event a line is equally distributed between or among academic units, such faculty member shall choose and thereafter continue to be associated with the chosen unit for the purposes set forth in this paragraph.
5. Faculty senators shall normally serve a term of three years. The terms of faculty senators shall be specified by the Executive Committee of the Senate in accordance with the principle that approximately one-third of the terms of faculty senators from each unit shall end each year, without excluding the possibility of re-election. The term of faculty senators shall begin on July 1. Senators representing part-time lecturers shall be elected annually by vote of part-time lecturers. The term of part-time lecturer representatives will be for a period of one year and will begin on July 1.
6. When an elected faculty senator leaves the unit from which the senator is elected, the respective Senate seat shall be deemed vacant. When an elected faculty senator assumes a new position within the unit from which the senator is elected (i.e., a position other than that of a faculty member as defined in section A above), then the Senate seat shall be declared vacant if the senator is not eligible to be elected to the Senate from the new position in accordance with the respective unit's bylaws at the time the senator assumes the new position. Vacancies when this occurs shall be filled in accordance with the respective unit's bylaws.
7. All matriculated students at the University shall be eligible to vote for and to be elected as student senators. The time, place, and manner of the election of student senators shall be determined by the student governing body in the schools and colleges of the University. Student senators shall serve for a term of one year without excluding the possibility of re-election. When an elected student senator leaves the unit from which the senator is elected, the respective Senate seat shall be deemed vacant, and the vacancy shall be filled in accordance with the respective student governing body's bylaws. Student Senators shall have full rights to participate in the affairs of the Senate, including voting and holding office. The term of student senators shall begin on July.

8. The presidential nomination of one member of the administrative staff shall be for a term of one year and shall be forwarded to the Secretary of the Senate by June 15 each year. When individuals hold multiple titles of administrative positions which are included in paragraph B(1) for membership in the Senate or when vacancies exist in administrative positions which are included in paragraph B(1) for membership in the Senate, the President of the University, in consultation with the individual holding multiple titles in the unit may designate another administrative member of that unit to serve in lieu of the affected positions as members of the senate until the titles are separately held or the vacancies filled. The names of designees shall be forwarded to the Secretary of the Senate.
9. The 20 staff representatives will be elected at large from their respective major campuses, with seven senators representing New Brunswick, four Senators representing Newark, three Senators representing Camden, and six senators representing Rutgers Biomedical and Health Sciences. Staff senators will serve for a term of ~~two~~ **three** years starting on July 1.
10. When an elected senator will be on leave for a period of one semester or more, that senator shall inform the Secretary of the Senate and the dean (or the chancellor if an at-large senator) that the senator will be on leave and state whether or not the senator can attend to Senate business during that time; the dean (or chancellor) will then seek the advice of that faculty or student governing body, as appropriate, as to whether or not they wish to have a replacement elected according to the bylaws of that unit for the period of the leave of the regularly elected senator.
11. The dean of each faculty, school and college shall be a non-voting ex-officio member of the Senate with voice.
12. Senators representing alumni shall serve for terms of three years starting on July 1.

C. Faculty representation

1. The University Senate shall have its faculty membership distributed among the units of the University in proportion to the number of faculty members or full-time-equivalent students in each unit as provided in paragraph C(2) through C(6) below, to be elected in accordance with each unit's bylaws. In addition, each of the four major campuses shall be represented by three senators-at-large and two senators-at-large representing part-time lecturers.
2. Each undergraduate and graduate professional college or school (except those listed in (3) below) shall be entitled to the larger number of faculty senators based upon: (a) one senator for each ~~60~~ **80** budgeted faculty lines or major fraction thereof, or, (b) one senator for each ~~800~~ **1067** full-time-equivalent students or major fraction thereof, except that: (i) each college or school shall be entitled to at least one representative; (ii) for a college or school whose entitlement has reached 10 faculty senators, further entitlement shall be based on the larger number of faculty senators based upon: (a) one senator for each ~~120~~ **160** budgeted faculty lines or major fraction thereof, or (b) one senator for each ~~4600~~ **2134** full-time-equivalent students or major fraction thereof; (iii) the maximum number of faculty senators for each college or school shall be 20. This provision applies to those undergraduate and graduate and professional colleges or schools not specifically included in C(3) below.
3. Faculty representation in units that share faculty the Faculty of Arts and Sciences-Newark, the Newark College of Arts and Sciences, University College-Newark, the Faculty of Arts and Sciences-Camden, Camden College of Arts and Sciences,

and University College-Camden) shall be the larger number based on the same formula as provided in C(2), and the number for each campus shall be distributed as follows: one-half to the colleges and one-half to the faculty or faculties (in case the number is uneven, the extra senator is to be assigned to the faculty or faculties); for the colleges, the number is to be divided among the appropriate units on each campus in proportion to full-time-equivalent student enrollment, except that each college shall have at least one representative; for the faculties of a campus, the number is to be divided in proportion to faculty lines, except that each faculty shall have at least one representative.

4. The graduate schools shall be entitled to a number of faculty senators which is the greater of: (a) one senator for each ~~60~~ **80** budgeted faculty lines or major fraction thereof plus one senator for each additional ~~267~~ **350** members and associate members of that graduate school faculty or major fraction thereof, or (b) one senator for each ~~800~~ **1600** full-time-equivalent students, or major fraction thereof, except that: (i) for a graduate school whose entitlement has reached 10 faculty senators, further entitlement shall be based upon the greater of: (a) one senator for each **160** budgeted faculty lines or major fraction thereof plus one senator for each additional **711** members and associate members of that graduate school faculty or major fraction thereof, or (b) one senator for each **3200** full-time-equivalent students, or major fraction thereof; (ii) the maximum number of faculty senators for each graduate school shall be 20.
5. The University Libraries shall be represented by ~~one~~ **two senators with the title Librarian who shall serve for a term of three years starting on July 1.** ~~for each 60 budgeted faculty lines or major fraction thereof.~~
6. Other research and academic units on a campus shall collectively comprise one unit (for the purpose of Senate representation) which shall be entitled to one senator for each ~~60~~ **80** budgeted faculty lines or major fraction thereof. This provision shall include the research and academic units as maintained on a current listing in the Office of Institutional Research and Academic Planning, as provided in Section 10.1.2 of University Policies, unless such units are otherwise provided for above, plus any faculty lines budgeted to Division of Continuing Studies.

D. Student representation

One student senator shall be elected for each ~~1200~~ **1600** full-time-equivalent students, or major fraction thereof, of each school or college offering degrees, except that: (i) each school or college shall be entitled to at least one student representative; (ii) for a school or college whose entitlement has reached 10 student senators, further entitlement shall be based on one senator for each ~~2400~~ **3200** full-time-equivalent students or major fraction thereof; (iii) the maximum number of student senators for each school or college shall be 20.

E. Officers

1. The elected officers of the Senate shall consist of a chair and vice chair who shall be elected from among the voting membership of the Senate. The officers of the Senate shall assume office on July 1 following the date of their election and shall serve a period of one year.
2. The chair of the Senate shall serve for no more than three consecutive one-year terms.
3. Candidates for chair and vice chair of the Senate shall be elected Senators with

three or more years of experience (not necessarily consecutive) on the Senate and at least one year as either a member of the Executive Committee or as a committee chair or co-chair.

F. Executive Committee

1. There shall be an Executive Committee of the Senate consisting of the chair, vice chair, six faculty members, four student members, one part-time lecturer representative, one staff representative and one alumni member elected by the Senate. All members of the Executive Committee must be voting Senators. One faculty representative shall be elected from each major campus with the additional members elected at large. One student representative shall be elected from each major campus. If not serving as the current chair of the Senate, the chair from the preceding year becomes the Immediate Past Chair and serves for one year as an additional voting member of the Executive Committee. Members of the Executive Committee shall assume office on July 1 following the date of their election and shall serve for a period of one year.
2. The Executive Committee shall be responsible for coordinating the activities of the Senate and its committees, exercising such powers as the Senate may delegate to it and acting on its behalf between meetings of the Senate. If the Executive Committee deems a member to be excessively absent from its meetings, it may request that member's resignation or recall from the Executive Committee. If a vacancy occurs on the Executive Committee, a replacement will be appointed by the Executive Committee as soon as possible. The Executive Committee should then advance that appointment to the Senate, to be voted upon at the next meeting of the Senate.

Table 1. Big10 Senate sizes and Constituencies

Institution	Number of Senators	Constituencies
Penn State University	200	All Constituencies*
University of Maryland	209	All Constituencies*
Ohio State University	137	Faculty, Students, Senior Administrators
Purdue University	120	Faculty, Students
Indiana University	33	Faculty, Students, Senior Administrators
University of Nebraska	99	Faculty
University of Wisconsin	Unknown	Faculty
Northwestern University	98	Faculty
University of Minnesota	251	Faculty, Staff, Students
Michigan State	87	Faculty, Students
University of Michigan	80	Faculty
University of Iowa	102	Faculty
University of Illinois	275	All Constituencies*

* Faculty, Students, Alumni, Staff, Administrators

Table 2. AAU Senate Sizes reprinted from S-1201

AAU Institution	Number of Senators	Number of Students	Number of Faculty
Arizona State University	102*	70440	2862
Brandeis University	18*	5300	465
Brown University	37	8649	682
Columbia University	108	27606	3634
Cornell University	75-150*	20939	2874
Duke University	106	14746	3200
Emory University	40	13893	3200
Iowa State University	82	30328	2156
McGill University	90	34864	1603
New York University	82	38391	6755
Northwestern University	88*	30717	3108
The Ohio State University	137	56867	6254

The Pennsylvania State University	234	77179	8864
Princeton University	50	7567	1172
Purdue University	102	39726	6614
Rice University	32*	6082	650
Rutgers The State University of New Jersey	236	56868	2844
Stanford University	75	15319	1910
Stony Brook University - State University of New York	164	24594	1902
Syracuse University	200	20407	1513
Texas A&M University	100	53337	2700
Tulane University	50	13359	1140
The University of Arizona	66	30346	2854
University at Buffalo - State University of New York	90*	28601	2667
University of California Berkeley	All Faculty	36142	Unknown
The University of Kansas	65	29462	2529
University of Maryland College Park	190	37631	4248
University of Michigan	74*	42716	6419
University of Minnesota Twin Cities	265	51853	3374
The University of Chicago	51*	15438	2168
University of Colorado at Boulder	62*	29894	1075
University of Florida	150*	49589	5081
University of Illinois at Urbana Champaign	250	42606	2971
The University of Iowa	81*	30328	2156
University of Oregon	54	24447	1900
University of Rochester	63*	10290	Unknown
University of Southern California	50 – 80*	38010	4736
The University of Texas at Austin	112	51145	2770
University of Virginia	80*	Unknown	2102
University of Washington	120*	42907	5803
Vanderbilt University	77	12714	3858

* Senate consists of Faculty Only

Table 3. Senate Entitlements

College/Unit	Faculty Senators 2019- 2020	Faculty Senators (Proposed)	Faculty - Difference	Student Senators 2019- 2020	Student Senators (Proposed)	Student - Difference
SAS-NB	17	14	-3	13	11	-2
SEBS	6	5	-1	3	2	-1
Engineering	5	4	-1	3	2	-1
MSGA	1	1	0	1	1	0
Business School-NB	5	4	-1	4	2	-2
SCI	1	1	0	1	1	0
SMLR	1	1	0	1	1	0
EJBSPPP	1	1	0	1	1	0
GSAPP	1	1	0	1	1	0
GSE	1	1	0	1	1	0
SSW	2	1	-1	1	1	0
NB - CBI	2	2	0	0	0	0
SGS	8	7	-1	4	2	-2
FAS-NWK	2	2	0	0	0	0
NCAS	2	2	0	3	2	-1
UC-N	1	1	0	1	1	0
RBS:N/NB G	5	4	-1	1	1	0
RBS:UG	0	0	0	2	2	0
SCJ	1	1	0	1	1	0
LAW-N	1	1	0	1	1	0
SPAA	1	1	0	1	1	0
Newark -CBI	1	1	0	0	0	0
GS-N	1	1	0	1	1	0
FAS-Camden	2	2	0	0	0	0
CCAS	1	1	0	2	2	0
UC-C	1	1	0	1	1	0
SB-C	2	1	-1	1	1	0
LAW-C	1	1	0	1	1	0
NURSING-C	1	1	0	1	1	0
GS-C	1	1	0	1	1	0
Dental School	2	2	0	1	1	0
NJMS	8	6	-2	1	1	0
RWJMS	8	6	-2	1	1	0
School Health Professions	3	2	-1	1	1	0
Nursing	2	1	-1	1	1	0
Public Health	1	1	0	1	1	0
Pharmacy	5	4	-1	1	1	0
Other CBI	2	2	0	0	0	0
TOTAL	106	89	-17	59	50	-9
REDUCTION			16%			15%

University Structure and Governance Committee 2019 – 2020

Gillett, Peter, RBS:UNB (F) - Co-Chair

Oliver, Jon, SCI (S) - Co-Chair

Alexander-Floyd, Nikol, SGS (F)

Alidou, Ousseina, SAS-NB (F)

Bator, Christine, School of Law N (F)

Brunson, Rodney, SCJ Dean (A)

Esposito, Adrienne, New Brunswick Staff

Figueira, Thomas, SAS-NB (F)

Ganesh, Jaishankar, Business-Camden Dean (A)

Graber, Judith, SPH (F)

Greenberg, Michael, EJBSPPP Dean (A)

Haliktis, Perry, SPH Dean (A)

Hsuesh, Wayne, RBHS At-Large (F)

Huang, Bingru, SGS-NB (F)

Kane, Emily, SAS-NB (S)

Mahon, Gwendolyn, SHP Dean (A)

Mammis, Antonios, NJMS (F)

Menifield, Charles, SPAA Dean (A)

Mickelsen, Mary, Senate Executive Secretary

Molloy, Christopher, NB Chancellor (A)

Moomjy, Thomas, PTL-NB (F)

Mucherson, Kimberly, Law-Camden Dean (A)

Nath, Badri, SAS-NB (F)

Ozel, Tugrul, At-Large NB (F)

Pappas, Tina, New Brunswick Staff

Parsa, Houshang, Alumni Association

Patel, Bhavin, EJBSPPP (S)

Perez, Ilce, SAS-NB (S)

Porumbescu, Gregory, SPAA (F)

Ravichandran, Maya, SAS-NB (S)

Rivera, Alicia, RBHS Staff

Shinbrot, Troy, Engineering (F)

Trees, Frances, SAS-NB (F)