

Report from USGC re: S-2329 Senate Role in the Policy on Policies Processes and Procedures [Due March 4, 2026]

Charge: *Study and provide recommendation to increase University Senate's role on the Policy on Policies in the matters related academic affairs, educational and research matters.*

- Over the academic sessions 2024/25 and 2025/26 the USGC has deliberated on this charge among its members and drawn upon dialogue and correspondence with Jewell Battle, Policy Manager in the University Ethics and Compliance team and her manager, Danielle Myricks, Director of Compliance (see Appendix). This included attendance, by invitation, by Jewell and Danielle for timed business at USGC meetings where members posed their questions in open session.
- A [workflow visualization model](#) was provided by Jewell Battle, upon request by USGC, to outline the process of policy formation, development, approval, update, and retirement. Any one within the Rutgers Community may request a policy change/review by completing a [form](#).
- The Senate has now secured **two Senate seats at the Policy Approval Committee (PAC)**. These are elected annually at the Senate business meeting; the current seats are occupied by Siatta Davis and Troy Shinbrot.
 - It is essential that duly elected Senate representatives to the PAC keep abreast of the work undertaken at the committee and via email correspondence. To date, there has been a less than full engagement in this work. It has now been agreed that all PAC correspondence shall be copied to the Senate Secretariat so that a level of oversight might be maintained.
- Each policy development (initiation) or review (update) is undertaken by a **Policy Development Committee (PDC)**, an ad hoc committee set up specifically to review the charge concerned with membership reflecting the subject of the charge and interested parties. The PAC Senate representatives can draw to the attention of the Executive Committee (EC) any PDC and invite the **EC to call for Senators nominations** to join the PDC.
 - It is essential that duly elected Senate representatives to the PAC keep EC abreast the work of PDCs and communicate with the EC so that is able to call for Senators to join the PDCs in a timely manner. To date, there has been a less than full engagement in this process given the lack of engagement by PAC Senate representatives. It has now been agreed that all PAC correspondence shall be copied to the Senate Secretariat so that a level of oversight might be maintained.
- The USGC remains concerned about the veto power of the Policy Owner on proposed policy updates and developed a [resolution](#) to this effect, approved by Senate at its December 2025 meeting.

Summary

- In recognition of the central role of Senate engagement in university policy processes and procedures in advancing institutional transparency and shared governance, USGC and the Executive Committee shall keep these matters under close review.

APPENDIX Extract of relevant dialogue/exchange on matters pertaining to S-2329

Note: It is advised that this Appendix is removed prior to sharing the final report with the Senate.

Note from Jewell Battle (December 2025)

- The Senate Policy Approval Committee representatives may recommend a Senate member to be part of the Policy Development Committee (ad-hoc group).
- Recommendations may be made when a proposal is submitted to the Policy Approval Committee for review and approval. Proposals are sent to Policy Approval Committee members via email and are sometimes discussed in Policy Approval Committee meetings.
- Senate representatives may present Policy Owners with more than one option to choose from regarding the Senate member they would like to be a part of the Policy Development Committee. The Policy Owner may choose one Senate member from the options presented.
- Policy Owners have the ultimate authority to approve or deny recommendations for Senate member placement on the Policy Development Committee.

Note to Jewell Battle from USGC (March 2025)

As part of our USGC Shared Governance work group, we are now working on Senate charge S-2329 ‘Senate Role in the Policy on Policies Processes and Procedures’ and wanted to secure further advice on two matters that we hope you might be able to help with:

- 1) In your email to me of January 21, 2025 you offered a clarification concerning my note that all PDC Working Groups will include a representative of Senate stating this was not the correct and shared an excerpt from a communication to USGC from 2023 (see excerpt below):

“The Senate has a standing representative on the PAC. The Senate will be invited to send a representative to participate in the PDC for those policies that are relevant to the Senate’s purview and regarding which the Senate would like to participate in the writing committee. As discussed above, UEC is willing to consult with the Senate’s PAC representative for each new policy proposal or proposal to revise an existing policy to see if the Senate would like to send a representative to the PDC for that particular policy.”

Section 50.2.2 University Senate – Duties and Powers states that the *“The Senate shall concern itself with all academic and non-academic matters pertaining to the mission of the University.”* As you appreciate, we took this to mean all PDC Working Groups would therefore include a Senator, by invitation, as an ad hoc member. We now seek clarification as to what sorts of policies would be excluded from this remit and hence not invite a Senator as a representative. Please furnish us with some examples so we can consider our Charge S-2329 and make recommendations, as appropriate.

Jewell Battle Response: The core feature of the ad-hoc membership component lies in its inherent flexibility. Membership in the Policy Development Committee ad-hoc groups is determined on a case-by-case basis, with decisions made as specific situations arise. Therefore, we cannot provide a list of categories of policies that may or may not include a Senator as a representative.

You also sought to clarify that while the [Policy on Policies](#) specifies that the ad hoc members include the “Policy Owner for that policy, subject matter experts, and stakeholders identified by the Policy Owner.” it is the Policy Owner who makes the final determination on ad-hoc PDC membership. Please clarify if this means a Senator duly identified to support the work of a PDC Working Group could be omitted from membership by the Policy Owner and, if so, whether there is a mechanism for appeal.

Jewell Battle Response: Yes, a Policy Owner is not required to include a Senator in a Policy Development Committee ad-hoc group. There is no mechanism to appeal that determination.

- 2) As part of our work on S-2329, we wanted to deepen our understanding of options where a Policy Owner chooses not to action a change/review request. We appreciate that while proposals to update a policy can be

submitted by individuals other than the Policy Owner, the ultimate decision to update an existing policy lies with the Policy Owner. What is the mechanism for appeal, or other means to challenge? If, presently, there is none what do you recommend as an alternate route and, how might we work together to get this established?

Jewell Battle Response: The process outlined in the [Policy on Policies](#) does not include an appeal mechanism. Feedback on, or challenges to, a policy can be provided during the Notice and Comment period as outlined in the [Policy on Policies](#). In addition, the Senate is represented on the Policy Approval Committee, and can vote for or against approval of any policy.

Note from Jewell Battle (February 2025)

Policy Development Committee Working Groups: You write that you “noted” that all PDC Working Groups will include a representative of Senate. This is not correct. As indicated in #5 of the attached communication to USGC from 2023 (see excerpt below):

“The Senate has a standing representative on the PAC. The Senate will be invited to send a representative to participate in the PDC for those policies that are relevant to the Senate’s purview and regarding which the Senate would like to participate in the writing committee. As discussed above, UEC is willing to consult with the Senate’s PAC representative for each new policy proposal or proposal to revise an existing policy to see if the Senate would like to send a representative to the PDC for that particular policy.”

The standing membership of the PDC is set forth in the [Policy on Policies](#), and does not include Senate representation. As stated above, our office will consult with the Senate’s PAC representatives to ascertain whether the Senate is interested in having a representative participate in the PDC as an ad hoc member for a particular policy. However, please note that neither UEC nor the Policy Manager can guarantee that a Senate representative will participate in “all” PDC working groups. The [Policy on Policies](#) specifies that the ad hoc members include the “Policy Owner for that policy, subject matter experts, and stakeholders identified by the Policy Owner.” So, although I have offered to consult with the Senate PAC representatives regarding each policy proposal, it is the Policy Owner, not me, who makes the final determination on ad-hoc PDC membership.

USGC Meeting (November 2024)

Discussion with Jewell Battle, Policy Manager for Rutgers University (Danielle Washington, Director of Institutional Compliance was in attendance)

- Jewell, using a graphic, outlined the workflow process a policy needs to take.
 - The person (typically, this is the Policy Owner) submitting a proposal to create, update, or retire a policy completes a proposal that is presented via Jewell who after completing various quality/compliance checks passes it to the Policy Development Committee (PDC). The PDC then review the request and, if approved, the request moves to the PAC to note.
 - A PDC Working Group is then assembled; it was **agreed** that all PDC Working Groups will include a representative of Senate and Jewell would update the workflow to codify this practice.
 - It was **agreed** that Jewell, or nominee, will issue an invitation to James (and Siatta Davis) for a volunteer from Senate and Vicki will then issue a call for volunteers from the Senate. It was noted that there are already some volunteers who may be called upon. Different Senators may sit on different PDC Working Groups in line with their expertise and the nature of the policy concerned.
 - Once the PDC Writing Group concludes its work, Jewell asked whether USGC would like to have the opportunity to consider the policy at this stage or to wait until comment period had concluded.
 - It was noted that while any member of the university could initiate a policy, it was the Policy Owner that was responsible for progressing a policy request (i.e., to create, revise, or withdraw a policy). USGC explored the practice should a Policy Owner not agree to progress such a request (in particular, where the request was a widely held concern). The situation was currently unclear in such a circumstance.
 - It was **agreed** that Jewell would develop a template (or guidelines) for the request of a policy review.