

Highlights from the Information Technology Committee 2025-26:

Update on Charge S-2506: Artificial Intelligence Usage at Rutgers

Charge Description:

Prepare and conduct anonymous surveys of Rutgers faculty, staff, and students to collect baseline data on how A.I. tools are being used across the university.

Status:

In Academic Year 2025–2026, the committee developed two (2) surveys: one for faculty and staff, and one for students. These instruments were created in consultation with multiple University subject matter experts and were designed to assess how A.I. tools are being used, as well as perceptions and attitudes toward A.I. in academic and administrative contexts.

Next Steps (AY 2026–2027):

The **Information Technology Committee** plans to continue implementation of this charge. The committee will collaborate with Eduardo Molina and/or other relevant University partners to administer the surveys using established best practices for survey design and distribution. Based on preliminary guidance, it is anticipated that survey administration during the fall semester—early in the term but not immediately at the start—may yield higher response rates.

Following survey administration and closure, the Information Technology Committee will:

- Conduct a comprehensive analysis of the findings;
- Present results to the Executive Committee; and
- Share findings with the full Senate, as appropriate and in alignment with Executive Committee guidance.

Subsequent recommendations, additional charges, or continued work stemming from these findings will be explored in consultation with the Senate.

Highlights from the Faculty and Personnel Affairs Committee 2025-2026:

September

We began with the following Charges:

- S-2311 Professional Development Opportunities
- b. S-2313 Whether Students Should Substitute for Workers in Urgent Situations
- c. S-2317-2 Prevalence, Procedures, and Challenges of Faculty Occupancy of Dual Leadership Roles
- d. S2333-1 Cost Cutting and Budget Deficits

and elected **Sara Campbell** as the co-chair.

October 3, 2026

The following were discharges

- S-2311 Professional Development Opportunities
- S-2313 Whether Students Should Substitute for Workers in Urgent Situations

January

The FPAC presented a response to charge S-2502 Guidelines for Promotions to Tenure Track During Uncertain Conditions of Federal Funding, which was voted on and passed by the Senate.

February

FPAC had a join meeting with ICAC and BFC

March

The FPAC presented response to charge S-2317-3 Prevalence, Procedures, and Challenges of Faculty Occupancy of Dual Leadership Roles, which was voted on and passed by the Senate.

And elected **Caitlin McCarthy** as the co-chair to replace Christine Morales

June

Our remaining charge is:

S-2333-1: Cost Cutting and Budget Deficits

Though due June 3, 2026, an extension is needed. Also, the FPAC, ICAC, and BFG are scheduling a meeting in June 2026 to work on the charge.

Recommendation for future committee charge:

To investigate, develop, and propose a comprehensive policy that guarantees sabbatical for eligible full-time non-tenure-track (NTT) faculty.

To discuss and consider a charge related to low SIRs response rates. Review is low responses are thematic and what are best practices per research and high response departments or units.

Additional recommendation:

Provide time in committee meetings for work groups/subcommittees to meeting.

Highlights from the Budget and Finance Committee 2025-2026:

For our various charges:

S-2206-2: Socially Responsible Investment - Due September 2, 2026

Can we please extend this due date to October?

S-2333-2: Cost Cutting and Budget Deficits - Due June 3, 2026

This charge is being worked on across three committees, and the co-chairs are planning to meet again in June

Camden Campus has been thoroughly surveyed re: departmental cost cutting, and specific actions and behaviors have been identified.

S-2510: University Vendor and Evaluations and Guidelines within the Framework of Shared Governance - Due March 3, 2027

This is a brand new charge, we have not yet discussed this one in committee yet.

To share with the Executive Committee: VP Gower and VP Bramwell have been very helpful to our committee this year and have dedicated a lot of time to present to our committee & respond to questions.

Highlights from the University Structure and Governance Committee 2025-2026:

USGC Report

September 2025-March 2026

Prepared by Wendy M. Purcell, May 2026

Meetings

- USGC met on seven occasions in accord with the schedule of Senate meetings.
- The co-chairs over this period were Wendy Purcell and Patricia Morton. Patricia was due to continue as co-chair into 2026-2027 but was unable to continue given other priorities; Wendy, who was completing her two year term this cycle, was voted by members to continue for a further year as co-chair.
- Attendance was recorded and shared with the Senate secretariat. It was noted that student representation at the meetings was strong, in contrast to there being no members of the university administration attending scheduled USGC meetings.

Innovation

- USGC established two working groups to progress its work program (see Annex). At each meeting, USGC convened with all those members present, then split into the two working groups, reconvening prior to closing the meeting to update on progress.
- USGC invited **PAC representatives** to present to the committee given USGC's work on the policy approval process during 2024-2025 cycle.
- USGC convened the **Faculty Council Chairs** to discuss matters of shared governance across the CLUs.
- USGC developed questions on shared governance that were include in the **Provosts Roundtable** discussion. It was noted that the Newark Provost, following the roundtable discussion has established a new Shared Governance Committee at Newark and is open to hearing about ways to bolster shared governance at the campus.
- USGC invited co-chair of the **MSCHE Working Group** on Governance, Leadership, and Administration Standard to discuss preparation for the self-study and accreditation visit.
- USGC used **survey instruments** in support of its work on charges S-2406, S-2505, and S-2509. A second shared governance pulse survey was administered via Senate in support of USGC's work on S-2406.
- USGC **collated materials** on shared governance in support of its work and wider agenda to promote a deeper understanding of shared governance in action at Rutgers.
- USGC met with the co-chair of **B&FC** to develop a shared governance agenda as it relates to charge S-2333-1 given recent cost cutting measures undertaken at NB did not embrace shared governance processes in the development of actions taken. A revision to the charge was agreed by EC and the charge reissued in June 2026.

Work Program

- USGC's report on shared governance, in support of its work on charge S-2406, was docketed for Senate at its October meeting. A second survey was administered via Senate during the current cycle.
- USGC developed a proposal to establish an alternative route for policy changes that was subsequently developed as a Senate resolution; the resolution passed at the December meeting of Senate.
- USGC developed a proposal to ensure the election of Senate officers draws upon all duly elected Senators by establishing a common nominations and election schedule that was subsequently developed as a Senate resolution; the resolution passed at the December meeting of Senate.
- Charges S-2505 and S-2509 were issued to USGC.
- USGC prepared a report to close out charge S-2329; this was agreed by EC and was presented to Senate for information at its January meeting.
- Those USGC charges concerning representation involved a lot of liaison with HR to secure necessary data to inform calculations and recommendations.
- A pulse survey on shared governance was developed by USGC and was due to be issued during the March meeting of Senate. However, given the meeting overran, the survey was issued via the Senate secretariat.
- A survey on Senator elections (charge S-2509) and another on Senator communications (charge S-2505) were developed by USGC and both issued via the Senate secretariat (February 27 and March 11, respectively).
- Charge S-2323-1 was discharged from the committee.
- The EC agreed to extend the deadline on a number of charges.

USGC Work Program 2025-2026

<https://senate.rutgers.edu/committees/2025-26-university-structure-and-governance-committee/>

Current USGC Charges – updated February 6, 2026	
Charge S-2309-2	Due by <i>SEPTEMBER 2, 2026</i>
Increased Representation of Graduate Students and PTL Faculty in the University Senate	
Evaluate the current criteria, bylaws, and policies that decide graduate student representatives and PTL faculty in the Senate. Make appropriate changes to increased graduate student representation and PTL faculty in the Senate.	
Charge S-2316-1	Due by <i>SEPTEMBER 2, 2026</i>
University Senate Representation on Formal Governance Boards	
Determine if there should be University Senate voting representation on all of the governing boards: Rutgers University Board of Governors and Board of Trustees, The Rutgers University Board of Directors (Foundation), The Camden Board of Directors; and, The Rowan University / Rutgers-Camden Board of Governors. Additionally, make recommendations regarding the make-up of Board membership, including faculty, staff, students, and alumni.	
Charge S-2318-1	Due by <i>SEPTEMBER 2, 2026</i>
Increasing Student Representation on the Rutgers University Senate Executive Committee	
The University Structure and Governance Committee of the Rutgers University Senate is charged with investigating and making recommendations on the need to expand student representation on the Rutgers University Senate Executive Committee. Currently, faculty members have representation on the Rutgers University Senate Executive Committee through seats allocated to each chancellor-led unit, in addition to two at-large positions. In contrast, students are limited to four seats representing New Brunswick, Camden, Newark, and RBHS. Given that students constitute the largest constituency at Rutgers, this committee is tasked with examining whether the current representation adequately reflects the student body's diversity, concerns, and interests. The committee shall explore potential modifications to the Rutgers University Senate Executive Committee structure to ensure a more equitable and comprehensive student representation.	
Charge S-2405	Due by <i>SEPTEMBER 2, 2026</i>
Teaching Faculty Inclusion	
Review and report the extent to which teaching faculty (i.e., NTTs & Lecturers) are included in the decision-making structures and advisory spaces at the local (departmental and program) and (decanal) unit levels. Potentially propose guidelines to make local and unit-level governance more inclusive of all faculty and stakeholders, and to make practices more equitable across departments, units, and campuses.	
Charge S-2406	Due by <i>SEPTEMBER 2026</i>
Senate Role in Shared Governance	
Request that the University Structure and Governance Committee closely review and evaluate University policy 50.2.2 with the goal of further clarifying, verifying, and delineating the Senate's official role in shared governance.	
Charge S-2505	Due by <i>October 7, 2026</i>
Shared Governance Requires Efficacy to Communicate with Constituents	
The USGC should conduct a thorough review of how Senators report to and solicit feedback from their respective constituencies and evaluate existing methods of communication in terms of their effectiveness in achieving Senators' representative goals. The report should include consultation with relevant administrative offices and functions, including but not limited to: OIT, decanal IT departments, internal media outlets (e.g., Rutgers Today), etc. to develop a proposal, a comprehensive plan, through which the 250+ elected delegates – representing faculty, staff, students, alumni, and administrators – serve the broader Rutgers community.	
NEW Charge S-2509	Due by <i>December 2026</i>
Review and Standardize the Election Processes for University Senators Across All Constituencies	
The University Senate is charged with examining the election processes used across all academic units (departments, divisions, schools, and colleges) to select university senators. Specifically, the Senate committee shall: 1) Determine whether university senators in each academic unit are elected by the eligible university senators through a verifiable and transparent election process, or whether any units rely on appointment practices by unit heads or administrators. 2) Assess the degree of compliance with University Policy 50.2.1 and any relevant governing documents requiring that senators be chosen by election. 3) Identify inconsistencies, gaps, or deviations in how elections are conducted, including absence of formal procedures, lack of transparency, or administrative influence. 4) Develop recommendations for a standardized, university-wide procedure to ensure that all university senators are elected through: – A true, fair, and democratic election; – Conducted or overseen by an impartial Ombuds entity, designated by the University Senate (e.g., the Senate Parliamentarian or the Senate Executive Secretary); – Implemented uniformly across all units. 5) Propose mechanisms for verification and accountability, including: – Annual certification of election results by the designated Ombudsman; – A repository for documented election procedures for every academic unit; – Clear consequences or remediation steps for units not in compliance. Expected Outcome: 1) A written report to the Senate Executive Committee detailing: – Findings regarding current election practices; – Identification of units where senators are appointed rather than elected; – Recommended policy revisions or new procedures to enforce fair elections; – A proposed University-wide standard for Senator elections, including the formal role of an independent Ombudsman.	

Highlights from the Academic Standards, Regulations, and Admissions Committee 2025-2026:

ASRAC overview 2025-2026

1. Charge S-2409 was introduced for discussion. We evaluated a charge and voted to return it as insufficient for further action.

The following charge was issued to the Academic Standards, Regulations and Admissions Committee at the regular meeting of the Senate Executive Committee on Fri. April 4, 2025. The Executive Committee requested a response by Wed.

Dec. 3, 2025 to be added to the Executive Committee's December 2025 agenda.

Charge: *Given changes in organizational structure, as well as changes in software platforms, evaluate the onboarding process for incoming new students at Rutgers University. Consult with relevant admissions offices, academic advising offices, and faculty departments regarding incoming credits being processed and applied to Rutgers transcripts, summer onboarding programing for new students, Fall course registration, and Fall course availability for incoming students.*

Rationale: Since Rutgers began using Salesforce as the main admissions application/onboarding software, some staff and incoming students/parents have reported issues regarding the processing of transfer credits, the use of invalid course numbers for transferred courses or AP exams, delays in responses, a lack of courses in Fall semesters to continue in a proper sequence for degree completion, and unclear processes students/parents/staff are expected to follow over the summer.

- We need clarification on the charges of "changes in organizational structures" and "changes in software platforms".
- The charge is very broad, we need to get to the root of the issue.

2. Charge is being actively investigated:

Charge Number S-2508

Title **School to School Transfer Issues**

Description Examine (i) the existing policies, procedures, and practices that govern school-to-school and campus-to-campus transfers within the university, and (ii) the challenges that currently enrolled undergraduate students face when seeking to transfer to another Rutgers program outside of their school of enrollment. Recommend strategies and considerations, as appropriate, to ensure that the transfer process is transparent, accessible, and easily understood by all students.

Committees Being Charged Academic Standards, Regulations and Admissions Committee

Charge Status Pending
Due Date December 2, 2026

3. Committee Mandate: The Rutgers University Calendar

A pivotal ASRAC plan this upcoming academic year is to review and extending the academic calendar.

We plan to discuss the creation of the Rutgers University Academic Calendar for years beyond Spring 2031. The last time this project was completed was when the calendars were created for Fall 2014 through Spring 2031. ASRAC will work closely with Amy Brainard, MLIS, Director, Office of Academic Scheduling and Instructional Space. The Chairs have had preliminary discussions with her.

Highlights from the Access, Belonging, Inclusion, Diversity and Equity Committee 2025-2026:

Reporting Period: September 2025 – April 2026 Co-Chairs: Malica Dock and Ronald Quincy

Overview

During the past senate year, the ABIDE Committee advanced several priority initiatives aligned with its mission to promote equity, access, belonging, inclusion, and diversity across Rutgers University. The Committee's work has centered on adaptive sports, international student and scholar support, and academic freedom/free speech, while continuing collaboration with university partners and Senate committees.

Status of Committee Charges

Adaptive Sports Initiative – Active / Advancing

The Committee identified adaptive sports as a primary focus and has made meaningful progress toward implementation. Efforts have included engagement with Athletics, development of a proposed resolution to the Executive Committee, and planning for an advisory council and stakeholder coalition. Recent discussions also incorporated prior feasibility research and highlighted transportation and funding barriers, as well as increasing demand for disability services. Status: *Charge to be submitted September 2026*

International Student and Scholar Support – Active / Developing

A working group was established to address legal and immigration-related challenges affecting international populations. Engagement with the Rutgers Immigrant Community Advocacy Program (RICAP) emphasized the availability of critical legal services alongside capacity and funding limitations. The Committee continues to explore opportunities to expand institutional support. Status: *Charge to be submitted September 2026*

Academic Freedom and Free Speech – Active / Refining

The Committee formed a working group to examine the application of academic freedom and free speech principles in academic and administrative spaces. Progress has included development of educational approaches and coordination with Senate initiatives; however, further clarification of scope and alignment with existing university efforts remains necessary.

Transfer Student Inclusion (in collaboration with ASREC) – In Progress

The Committee continues to support ASREC-led efforts focused on transfer student integration, including data collection and policy review.

Institutional Policy Monitoring – Ongoing

The Committee has monitored developments related to institutional policy changes, including DEI-related rulings and organizational restructuring, and has expressed concern regarding limited transparency and the need for Senate engagement.

Recommendations for Future Committee Charges

To strengthen impact and support continued progress, the ABIDE Committee recommends:

- Prioritizing implementation-focused initiatives to translate current efforts into actionable outcomes.
- Enhancing coordination with University administration and Senate leadership to improve alignment and reduce duplication.
- Advancing resource and funding strategies, including exploration of external partnerships and grant opportunities.
- Clarifying the scope of complex policy areas to ensure targeted and effective recommendations.
- Leveraging data-driven decision-making to support future proposals and institutional advocacy.

Conclusion

The ABIDE Committee has made substantive progress across multiple charge areas during this reporting period. Continued success will depend on clearer scope definition, stronger institutional collaboration, and a

strategic focus on implementation and sustainability for the 2026-2027 senate year.

Highlights from the Student Affairs Committee 2025-2026:

None submitted.

Highlights from the Instruction, Curricula, and Advising Committee 2025-2026:

None submitted.

Highlights from the Research and Graduate & Professional Education Committee 2025-2026:

None submitted.