NJIT Self Study Briefing: Towards a Shared Governance Model

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The NJIT Self Study: Reflection

“The extent to which each educational institution accepts and fulfills the responsibilities inherent in the [accreditation] process is a measure of its concern for freedom and quality in higher education and its commitment to striving for and achieving excellence in its endeavors.”

Criteria for the institution

- “that it has a mission appropriate to higher education;
- that it is guided by well-defined and appropriate goals, including goals for student learning;
- that it has established conditions and procedures under which its mission and goals can be realized;
- that it assesses both institutional effectiveness and student learning outcomes, and uses the results for improvement;
- that it is accomplishing its mission and goals substantially;
- that it is organized, staffed, and supported so that it can be expected to continue to accomplish its mission and goals; and
- that it meets the requirements of affiliation and standards of MSCHE.”
The Contemporary NJIT Environment: Academic Issues

- Quality of Academic Life: Academic Integrity
- The Curriculum: Course Scheduling
- Academic Leadership: Chair Selection and Appointment
- Academic Review: Role of Deans in Promotion and Tenure

How may these issues be addressed? Design of a system that is representational, authoritative, deliberative, structured, transparent, responsive, and timely.
The NJIT Governance Framework

Academic Governance

The governance structure of New Jersey Institute of Technology is designed to ensure that the academic programs are properly aligned with the mission of the university. The academic governance structure includes the Provost, the Academic Senate, and the Academic Deans. The Provost is responsible for the overall academic development of the university, while the Academic Senate and the Academic Deans are responsible for the academic programs and policies.

Governing Boards

Board of Trustees
The NJIT Board of Trustees is the legal governing body of the university appointed by the governor and confirmed by the state senate. The Board of Trustees oversees the overall operations of the university, sets policies, and approves the budget.

Board of Overseers
The NJIT Board of Overseers serves as the governing body for the Foundation at NJIT and provides a key advisory link with a wide range of organizations in the business community.

Board of Visitors
The NJIT Board of Visitors serves an advisory capacity to departments and programs, offering guidance on issues ranging from curricular matters to recruitment efforts to marketing activities.
NJIT Faculty Council: Bylaws

“A Faculty Council was established at Newark College of Engineering during the academic year 1965-1966, in response to a perceived need for increased Faculty participation in all aspects of NCE activity.”

APPENDIX A: Bylaws of the Faculty Council of New Jersey Institute of Technology

A.1 Article I: Purposes
The administration of the New Jersey Institute of Technology is vested in the Board of Trustees of the Institute and is carried out by its officers, who are appointed by the Trustees. However, certain powers and responsibilities in the areas of curriculum, academic standards, and discipline appertain to the faculty (teaching staff of professorial rank). In addition, the entire teaching staff has a vital interest in policies relating to conditions of employment, promotion, and professional development of the faculty, collectively and individually.

A Faculty Council was established at Newark College of Engineering during the academic year 1965-1966, in response to a perceived need for increased Faculty participation in all aspects of NCE activity. This perception defines the mission of the Council: to make the spirit of the faculty felt and its voice heard on all matters of concern to the NJIT community. In particular, the Faculty Council is committed to facilitating communication among the Faculty, administration, and Trustees, to enhancing Faculty governance, and to promoting the harmonious, efficient, and educationally effective operation of the Institute.

A.2 Article II: Functions
The Faculty Council shall speak for and represent the Faculty and instructing staff at NJIT in academic matters as well as in other areas of traditional Faculty interest. The Council shall exercise, in the areas of its responsibility, the power to:

- Communicate
- Initiate
- Investigate
- Deliberate
- Recommend
NJIT Faculty Council: 2008 - 2011

• 2008
  – New Degree Program Review
  – On Line Course Evaluations
  – Graduate Faculty at NJIT

• 2009
  – New Degree Program Review
  – Review of Academic Integrity Code from Dean of Students
  – Mathematics GUR in Computer Science
  – Restructuring of Academic Units

• 2010
  – New Degree Program Review
  – Faculty Handbook Revision: Section 1 (History); Section 2 (Instructional Procedures)
  – Merger of Academic Units
  – On Line Course Evaluations

• 2011
  – Faculty Handbook Revision: Voting Procedures; Department Chair Selection and Appointment Procedures; Role of Dean in P&T Process
Review of National Models: Selection
Review of National Models: Findings

- University of Alabama, Huntsville
  - Faculty Senate entrusted with shared governance by Board of Trustees; standing committees

- Illinois Institute of Technology
  - Faculty Council with standing committees

- Missouri University of Science and Technology
  - Faculty Senate focus on education and research; standing committees

- University of Maryland, Baltimore County
  - Faculty Senate with standing committees

- Georgia Tech
  - Faculty Senate with standing committees

- University of South Florida
  - The Faculty Senate operates according to the Principles of Shared Governance; standing committees

- University of Kentucky
  - University Senate membership is composed of faculty, ex officio members, and students; standing committees

- Rutgers, The State University of New Jersey
  - The Rutgers University Senate is a university wide deliberative body consisting of faculty, students, staff, administrators, and alumni; standing committees
The NJIT Self Study: Timeline

Why now?

- RASC membership represents the total campus community and includes faculty and administrative representation
- All relevant perspectives are considered as we develop an institutional voice for the report
- Final committee reports due on May 12, 2011
- Draft of NJIT Self Study Report due in early fall of 2011
- Final report submitted in early January, 2012
Role of the NJIT Self Study: RASC
February 14, 2011 Motion

“In response to Standards 1, 4, 6, and 10 established by the Middle States Commission on Higher Education, the RASC supports the articulation, development, and recommendation of a shared governance model for NJIT.”
Need for a Contemporary Governance System: The NJIT Model

- **Representation** among shareholders
- Clearly defined mission, vision, and **authority** associated with a governing body such as a *University Senate*
- **Deliberation** as an assurance of rigorous analysis
- **Structured** standing committees associated with the *Senate*
- **Transparent** committee processes and actions
- **Responsive** to New Jersey, regional, and federal environments
- **Timely closure** on key decisions
Elements of the NJIT Shared Governance Model

- University Senate
  - Functions delegated by the Board of Trustees
  - Elected and *ex officio* members
    - Representation from administration, faculty, staff, and students
- Mission of the University Senate
  - Congruent with NJIT four-pronged mission of education, research, economic development, and service
- Standing Committees of University Senate
  - University Senate Council: The Coordinating Committee
  - Committee Examples: Academic Advising; Academic Facilities; Academic Integrity; Academic Planning; Academic Standards; Alumni Relations; Faculty Appointment, Promotion, and Tenure; Institutional Finances and Resource Allocation; Library Committee; Retention and Graduation; Research; Student Affairs; Student Learning and Assessment
Reporting Structure of the NJIT Shared Governance Model