NJIT Self Study Briefing: Towards a Shared Governance Model

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Faculty Council
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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 affect the faculty and the academic programs must be approved. The faculty is the first and the governing body of the university. To meet these needs, a system is developed where committees and faculty members are appointed to these committees and also maintain the reports. A few faculty members are appointed as students through their contributions to the university community.

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.

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.

Boards of Visitors
The NJIT Boards of Visitors serve in 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

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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 are not 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
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
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, \textit{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
Draft NJIT Shared Governance Model

Shared Governance Model
DRAFT
3/24/11

Board of Trustees

Senior

University Senate
Committee includes Ex officio members, Faculty, Staff, Student Government Association, Graduate Student Association and Alumni Association, plus Legal Affairs as non-voting member
Initial, first year membership determined by Faculty Council, Dean’s Council, and Senior Staff

Committee 1
Mission & Integration
Chair, Vice-Chair plus 5 core members

Committee 2
Strategic Planning
Chair, Vice-Chair plus 5 core members

Committee 3
Integrity & Leadership
Chair, Vice-Chair plus 5 core members

Committee 4
Student Learning Assessment
Chair, Vice-Chair plus 5 core members

Committee 5
Admission & Retention
Chair, Vice-Chair plus 5 core members

Subcommittees
Assign existing University Standing Committees within University Senate structure