

Proposed Plan for Shared Governance

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NJIT Faculty Meeting

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Shared Governance Background

- Middle State Accreditation Self-Study recommendations led to mandate to improve the NJIT governance structure.
- The Shared Governance Steering Committee was constituted: 23-member panel representing all stakeholders (faculty, staff, students, alumni, administration), with 11 faculty members (faculty caucus)
- SGSC met weekly through end of June to discuss shared governance principles, examine other universities as examples, and consider possible structure for NJIT to address limitations in the current structure
- Key principle is to bring all stakeholders together, for better communication, greater participation in decisions, greater transparency, and enhanced efficiency in getting things done

Shared Governance Motivation

- Organization and reporting structure
 - Lines of communication, policy-making, and reporting have many parallel, non-converging paths.
 - Major committees currently operate under, and report to, different VPs or the Provost, and important policy decisions are made without wide discussion or consent.
 - Academic issues may have no faculty involvement, e.g. Honors College does not report to CAA or Faculty Council

Shared Governance Motivation

- Communication, Participation and Effectiveness
 - Separate stakeholders (Faculty Council, Student groups, Staff, Alumni, Administration) currently have no forum for examining and discussing issues of mutual interest.
 - Staff, University Lecturers, Alumni have no representation or participation in the governance structure
 - Broad issues are not handled effectively
 - Class scheduling (affects students, faculty, staff, administration)
 - Cheating and plagiarism (solution requires coordination among many stakeholders)
 - Learning communities, information literacy, athletics, admissions policies are all examples

Shared Governance Motivation

- Faculty and Faculty Council
 - Faculty Council lacks authority to maintain standing committees with non-faculty membership (e.g. students, administration), which hampers its effectiveness and significantly limits the types of issues it handles.
 - Faculty meetings are cumbersome for decision-making:
 - Short meetings only twice per semester (always run long)
 - Voting on issues large and small without deliberation—leads to both confusion and tedium
 - Difficulty in maintaining a quorum
 - Decisions do not necessarily take into account the views of other stakeholder groups

Shared Governance Motivation

- Shared Governance and Board of Trustees (BoT)
 - The BoT has final *authority* for governance, but in current structure they also have final *approval* over matters better delegated to other stakeholders, e.g. faculty handbook changes
 - Unlike many other universities, NJIT has no channel of communication between BoT and stakeholders other than the senior administration, which is fundamentally inconsistent with the principles of shared governance

Shared Governance Draft Proposal

- The SGSC, with dominant input by the Faculty Caucus and Faculty Council, has put together a draft proposal for a new system of shared governance.
- Richard Sher will now give the broad outline of the proposal, and describe the Faculty Senate portion in enough detail for you to see how the new structure can in principle address the aforementioned shortcomings of the current NJIT structure.
- Keep in mind that this is only a first draft of a proposal, and everything is open for discussion.

A Two-Senate Model

- **Faculty Senate:** faculty and academic business
- **University Senate:** other aspects of university business
- **Each senate to have**
 - **Chair and Vice Chair**
 - 5-person **Executive Committee** (including Chair & Vice Chair)
 - **Standing committees** with members drawn from all constituencies in the university
 - **Ad Hoc committees**, as needed
 - **Open meetings**
- **Joint Coordinating Committee**, consisting of the Exec. Committees of the two senates, to coordinate the flow of work and information between the two senates
- **Existing governance bodies** to be modified or in some cases abolished (e.g., Faculty Council, Committee on Academic Affairs, and Administrative Affairs Council)

The Faculty Senate: Composition

- **15 Faculty Senators** (voting membership)
 - **9 chosen by colleges or schools** according to size
 - 3 each from NCE and CSLA
 - 1 each from CCS, CAD, and SOM
 - **6 At Large Senators** elected by vote of all eligible faculty from among all eligible faculty
 - **Eligibility:** all tenured/tenure track faculty (except full-time administrators at or above rank of Dean)
 - **No more than 2 senators from any one department**
 - **3-year terms**, renewable at least once

The Faculty Senate: Composition (cont.)

- **Non-Voting Members** from various constituencies, such as
 - Provost
 - VP for Research
 - VP for Academic/Student Services
 - 2 academic Deans
 - Representatives from Student Senate, GSA, and Staff Council, and a University Lecturer

The Faculty Senate: Organization

- **Chair & Vice-Chair**
 - Elected by Faculty Senate from among current Senators
 - Two-year terms (renewable?)
- **Executive Committee:** Chair & Vice-Chair, plus 3 other senators elected for 2-year terms
 - **Headed by Faculty Senate Chair**
 - Can meet in **private session** as necessary
 - Sets **agenda** for FS meetings, which occur at least every other week
 - **Meets regularly with President and Provost**
 - Meets regularly with the Executive Committee of University Senate as the **Joint Coordinating Committee** (Chair & Vice-Chair of FS and one other member of the FS Exec. Committee also serve as Senators in the University Senate)
 - Calls, sets agenda for, and runs **Faculty Meetings**, which occur at least once each semester
 - Interacts with **Board of Trustees** (e.g., participation in annual Board of Trustees retreat at which policies are planned for each year)

The Faculty Senate: Duties

- **Conduct business concerning faculty and academic affairs** (e.g. management of the Faculty Handbook, approval of new degree programs, approval of changes to GUR, discussion and approval of new academic policies and procedures)
- Create and manage **standing committees** that deal with faculty and academic affairs, drawing upon individuals from the entire university community (e.g., Undergraduate Curriculum Review Committee, Graduate Council, Research Committee, Library Committee, Health/Medical Education Committee, Academic Budget Priorities Committee, Teaching Excellence Committee, Faculty Handbook Committee)
- Create and supervise **ad hoc committees** that deal with faculty and academic affairs, drawing upon individuals from the entire university community (e.g., Committee on Course Scheduling)
- Manage **Faculty Meetings** to deal with “extraordinary” issues (e.g., addition or dissolution of an academic department or college/school, changes to Faculty Handbook involving promotion and tenure policy and procedures)
- **Interact with all other constituencies** in the university concerning faculty and academic affairs, including the faculty, the President and senior staff, Deans, students, staff, and the Board of Trustees

University Senate: Composition

- **Voting membership** to consist of senators from faculty, university lecturers, students, administrators, staff, and alumni, with faculty the largest group though not a majority
- **Senators to be elected by their constituent bodies** (i.e., faculty, Staff Council, Student Senate, GSA, Alumni Assn., and University Lecturers each elect their own Senators)
- **Chaired by Provost**
- **Executive Committee** to consist of Provost and one University Senator from each of the main constituencies (i.e., student, faculty, staff, and alumni)
- Additional details to be determined

University Senate: Duties

- Conduct business that is not primarily related to the faculty or academics, such as
 - Facilities and non-academic resources
 - Registration issues
 - Athletics
 - Student fees and services (food, residence halls, etc.)
 - Security and parking
 - The university calendar and coordination of scheduling with Rutgers-Newark

Coordination of the Two Senates

- Some governance issues that are partly academic would be taken up by both senates, coordinated by the Joint Coordinating Committee
 - Class scheduling
 - Classroom resources
 - Cheating & plagiarism
 - Enrollment management (generally the University Senate, but the Faculty Senate might take up issues involving academic standards)
 - Honors College (Faculty Senate for academic issues, University Senate for all others)