

UNIVERSITY OF MINNESOTA

University Senate

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April 27, 1995

To: John Adams
Carl Adams

From: Martha Kvanbeck

Re: Governance Survey

In anticipation of the establishment of a task force to review university governance, I undertook, with the assistance of Kevin Gormley, a survey of governance procedures and practices in several counterpart institutions, including:

Indiana University
Michigan State University
Ohio State University
Pennsylvania State University
Purdue University

University of Illinois
University of Iowa
University of Michigan
University of Washington
University of Wisconsin

What follows is a brief summary by topic of the findings of that survey with commentary on some implications for the University of Minnesota study, and the notes from the materials gathered from the several institutions.

Summary

General Powers and Authority

In all cases the governing body has been vested with certain responsibilities, some legislative and some advisory and all subject to or limited in one way or another by the authority of the central administration and/or the Board of Trustees/Regents. It is not clear from this survey that there are real or meaningful differences in the powers granted to faculties/senates and this may be an issue that will require further and more careful analysis by the task force. For example, it appears in some cases that the governance system has legislative authority over such matters as curriculum, the establishment, abolition, and alteration of educational units, admission and retention of students, etc.

Senate Structure

Senate structures and practices vary on such matters as student and staff involvement and the arrangements where there are multiple campuses. The attached chart gives a rough overview of some of those differences, indicating the variations and including very general responses when correspondents were asked to assess effectiveness and identify major strengths and weaknesses. Wisconsin is an interesting outlier, in that its Senate is very large, yet it meets frequently and with some apparent success.

Committees

Beyond the basic structural differences, there are strong similarities in the committee systems where all agree the basic governance work is done and where governance effectiveness is most apparent. Virtually all institutions have a committee like our Consultative Committee that serves as a steering committee for the system and functions in significant ways in a consultative capacity. In addition, there is a range of other committees with specialized assignments as there are at Minnesota with 3 or 4 usually having major responsibilities. Institutions vary in the degree to which they insist that Senate members serve on committees.

One important variant in the pattern of committee systems is the Budgetary Affairs Committee at Indiana University which meets twice weekly all year and daily during the legislative session and is described as being very influential. Wisconsin has recently established a Joint Budget Committee with faculty, administrators, and one student. It may be noteworthy that Indiana University is the only campus in the sample with experience with Responsibility Center Management (RCM). The University of Michigan is now in the process of converting to RCM.

Other

Several schools include student membership on the Board of Trustees/Regents and a few have direct faculty involvement.

Based on the information provided by the interviewees, it does not appear that any of the institutions have provostal areas similar to the University of Minnesota, so the survey did not yield much information that would be helpful in designing appropriate representation under such a system.

Several institutions mention communication with broader constituencies as a significant problem despite various communication vehicles. It seems clear that the common pattern is for relatively intense involvement and a sense of effective participation by a small number of those on the important committees coupled with a more widespread sense of disaffection by most other members of the university communities.

Support for senate/governance staff varies fairly widely but in general it appears that greater levels of staff support produce a greater sense of effectiveness.

Three topics probably need more thorough analysis:

- 1) The unique structures at:
 - a) the University of Wisconsin--because it is large and represents departments
 - b) Ohio State--because it is small and includes many administrators on its Senate, as well as faculty and students
 - c) Indiana University and the University of Michigan--because they are campuses with Responsibility Center Management;
- 2) The issue of active budget committees at Indiana and Wisconsin;
- 3) The question of formally authorized powers and responsibilities for the governance systems at the various institutions.

Copies of Senate constitutions for the 11 institutions are available in the Senate Office.

attachments

c: Mario Bognanno

INSTITUTION	STRUCTURE	VOTING MEMBERSHIP	MEETINGS	COMMENTS
Indiana University	University Faculty Council (all campuses) Bloomington Faculty Council	44 Faculty 6 Students 8 Chancellors 1 President 40 Faculty 2 Faculty Emeritus 4 Administrators 1 Professional Staff 6 Students	4-5 times/year biweekly	"Both Councils perceived as very effective" "Budgetary Affairs Committee very influential"
Michigan State University	Academic Senate Academic Council Faculty Council Student Assemblies	all faculty 70 Faculty 41 Students Some Administrators Committee Chairs 70 Faculty	once per year monthly during academic year monthly during academic year	"Governance is working but process is slow"
Ohio State University	University Senate Faculty Council* Student Senate* Council of Deans* (* also meet separately)	70 Faculty 40 Students 25 Administrators	monthly	"University governance considered integral to the institution"
Pennsylvania State University	University Faculty Senate	194 Faculty (all campuses) 19* Administrators (includes the Pres.) 19* Students (*total of administrators and students may not exceed 10% of faculty)	6 times/year	"Very effective, good participation, strong sense of shared decision-making"

INSTITUTION	STRUCTURE	VOTING MEMBERSHIP	MEETINGS	COMMENTS
Purdue University, West Lafayette	University Senate (West Lafayette) Student Government (Separate)	95 Faculty 2 Students 3 Administrators (including Pres.) 7-9 Advisors	8 times/year	"Effective, although influence is limited, particularly in budget and planning issues"
University of Illinois, Urbana-Champaign	University Senate (Urbana-Champaign Campus)	200 Faculty 50 Students 1 Chancellor	monthly	"Effectiveness under discussion" "Lack of Faculty and Student interest" "Limited participation in budgeting and planning"
University of Iowa	Faculty Senate Student Government (Separate)	70 Faculty	4 times/year	"Communication problems between Faculty Senate and broader faculty" "Lack of collegiality" "Need to enhance government"
University of Michigan	University Senate Senate Assembly Student Government (Separate)	all faculty, all campuses 72 Faculty (all campuses)	once per year monthly	"Cumbersome, perfunctory body" "Beginning to be more aggressive"

INSTITUTION	STRUCTURE	VOTING MEMBERSHIP	MEETINGS	COMMENTS
University of Minnesota	University Senate	163 Faculty (including P&A) 78 Students 1 President	4-5 times/year	"Strong system of faculty/student governance that includes regular interaction with the administration"
	Faculty Senate*	163 Faculty (including P&A) 1 President	4-5 times/year	
	Student Senate*	78 Students	4-5 times/year	
	* subdivision of University Senate			
University of Washington, Seattle	Faculty Senate (Seattle Campus)	175 Faculty Some Committee Chairs 1 President	6 times/year	"Sense of shared management with President" "Significantly involved in decisions including budget and planning"
	Student Government (Separate)			
University of Wisconsin, Madison	Faculty Senate Student Government (Separate)	273 Faculty (elected by departments) 1 Chancellor	monthly	"Perceived as very effective" "Newly established Joint Budget Committee"

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INSTITUTION: INDIANA UNIVERSITY, BLOOMINGTON

CONTACT: Ms. Ellen Klingman Pettay, Editor, Faculty Council Office

GENERAL STRUCTURE OF THE UNIVERSITY

Indiana University is a multi-campus institution with eight campuses. The flagship campus is located in Bloomington. The Indianapolis campus also holds significant influence because it houses the Medical School. The administrative structure includes the system president, chancellors of each campus, and deans of each academic unit.

UNIVERSITY FACULTY COUNCIL AND BLOOMINGTON FACULTY COUNCIL

[This summary focuses on both the University Faculty Council and the Bloomington Faculty Council. While the University Faculty Council is the system-wide body of faculty governance, the Bloomington Faculty Council is considered to have at least as much influence as the University Council, if not more than.]

General Powers: University Faculty Council

"The faculty has legislative authority to establish policy and determine procedures for its implementation governing the teaching, research, and service aspects of the University's academic mission. Areas within the faculty's legislative authority include: a) academic mission, b) structure and standards for faculty governance, c) standards and procedures for creation, reorganization, merger, and elimination of academic programs and units, d) standards and procedures for determining the authority of academic units and the relationship between them, e) curriculum, f) class scheduling and academic calendar, g) admission and retention of students, h) student academic performance, i) standards and procedures for student conduct and discipline, j) athletics, k) creation and definition of academic ranks, l) standards and procedures for faculty appointments, promotion and tenure, compensation, conduct and discipline, and grievances, m) standards and procedures for appointment and review of academic officers, n) conferring degrees, o) other authorities delegated to the faculty by the Trustees." (Constitution of the Indiana University Faculty, p. 1)

Bloomington Faculty Council

"The faculty of the campus has legislative and consultative authority pertaining to the campus regarding: 1) the campus' academic mission, 2) the campus' structure of faculty governance, consistent with the university faculty standards, 3) policy and allocation of authority for academic matters affecting more than one school on the campus, 4) academic calendar, with only such deviation from the university calendar made necessary by local circumstances, 5) creation, reorganization, merger, and elimination of programs and units affecting more than one school on the campus, 6) appointment, promotion, and tenure, compensation, conduct and discipline, and grievances of campus faculty, consistent with university faculty standards, 7) appointment and review of campus academic officers and administrative officers affecting the academic mission, consistent with university standards, 8) campus facilities and budgets, 9) student conduct and discipline, consistent with university standards, 10) intercollegiate and intramural athletics, 11) other matters affecting the academic mission of the campus, subject to the legislative authority of the university and school faculties, 12) academic programs not within the authority of a school faculty. In such cases the campus faculty exercises the same authority as would be vested in a school faculty." (Constitution of the Bloomington Faculty of Indiana University, p. 3)

Authority: Outlined under General Powers.

Structure:

The University Council represents all campuses of Indiana University and addresses system-wide issues.

The Bloomington Council addresses matters specific to its campus, although it does hold significant influence over matters affecting the entire system because of its role as the flagship campus. It also has the authority to initiate system-wide issues that are then brought to the University Faculty Council for consideration.

For the most part, the two Councils operate independent of one another.

Composition:

The University Faculty Council is comprised of 59 members, including:

- 44 faculty
- the 8 chancellors
- 6 students (the student body president and vice president of the Bloomington and Indianapolis campuses, and two students from the other campuses)
- the University President

The University President presides at the University Faculty Council meetings. All members have voting privileges. There is no non-collegiate representation.

The Bloomington Faculty Council is comprised of 53 members, including:

- 40 faculty
- 2 faculty emeritus
- 4 administrators
- the President of the Professional Staff Council
- 6 students [the president and vice president of the Indiana University Student Body Association (IUSA), one member of the graduate student organization, and 3 graduate teaching assistants]

Again, all are voting positions. The Chancellor of the Bloomington campus presides. Each Council elects a faculty chair who is the faculty spokesperson for the Council.

There is some overlap in membership between the two Councils in that the chairs of the 6 key Bloomington Faculty Council committees serve on both bodies.

The IUSA, Professional Staff Council, and civil service labor union all function independent of the University and Bloomington Councils.

Eligibility:

- Faculty:** fulltime tenured or tenure-track (applies to both University Council and Bloomington Council)
- Students:** elected by their constituent groups
- Professional Staff:** have separate Council
- Civil Service Staff:** represented through collective bargaining

Ratio of Meetings and Representation:

- Faculty:** 75:1 (for both Councils)
- Students:** approximately 13,000:1

Frequency of Meetings and Agendas:

The University Council meets 4-5 times per year. Agendas are set by the Agenda Committee which includes the officers of the Council.

The Bloomington Council meets biweekly and has a similar Agenda Committee.

Attendance: All council members (for both councils) are typically present or are represented by an alternate.

Perception of Effectiveness: Ms. Pettay said the Councils overall are perceived as very effective.

Role in Key Decision Making: The governance structure, especially the Bloomington Faculty Council, is significantly involved in key decision-making at the University including strategic planning and compensation issues. Most of this is done at the committee level, particularly through the Agenda Committees (the executive committees in both Councils) and the Bloomington Council Budgetary Affairs Committee.

Communications: Indiana University has the *IU* newspaper which is published and controlled by the administration, and a student newspaper. Other than printing the University Faculty Council agendas in the *IU*, it is not utilized by faculty governance as a means of communication because of the administrative control. The same is true for the student newspaper. Neither Council has its own newsletter or other formal means of communication. E-mail is utilized as much as possible.

University Faculty Council agendas and minutes are distributed to Council members, committee members, and various administrators totaling 500 copies. Again, agendas are printed in the *IU* newspaper.

Bloomington Faculty Council minutes and agendas are available to anyone who requests them and are accessible through email.

Strengths: The frequent and regular communication between the administration and the Agenda Committee(s) and the Bloomington Faculty Council Budgetary Affairs Committee; and the fact that the President presides at the University Faculty Council meetings and the Chancellor at the Bloomington Faculty Council meetings. There is good interaction at these meetings.

Weaknesses: Communication with broader constituencies.

Through What Means do the Faculty Exercise the Most Significant Influence? Again, through the Agenda Committees which are the executive committees for both councils and through the Bloomington Faculty Council Budgetary Affairs Committee. The Agenda Committees (similar to our Faculty Consultative Committee) meet weekly with the senior administrators. The Bloomington Faculty Council Budgetary Affairs Committee meets twice each week all year long--daily when the Legislature is in session. It is very influential and it is unusual if the administration does not heed their advice.

Role with Institution's Governing Board: There is no regular interaction between the faculty and the Board of Trustees. The Council chairs from Bloomington and Indianapolis, however, attend the Board meetings and are allowed to address the Board.

Of the 10 voting Board members, 3 are alumni elected by the IU alumni and one is a student. The student member and other 6 Board members are appointed by the Governor. Currently, none of the 3 alumni positions are held by a faculty member, but could be if elected.

COMMITTEES

Number: University Faculty Council: 14

Bloomington Faculty Council: 15 plus numerous Council-selected campus committees

Examples: Each Council has an Agenda Committee, which is the executive committee comprised of elected faculty members. They function similar to the U of M Faculty Consultative Committee. The Bloomington Faculty Council has a Budgetary Affairs Committee (discussed above) which meets frequently and provides advice to the administration. It is a very influential committee in IU-Bloomington's faculty governance.

Others in the University Faculty Council: Ad Hoc Academic Handbook Committee, Affirmative Action, Budgetary Affairs, Educational Policies, Faculty Affairs, Fringe Benefits, Honorary Degrees, Library, Long-Range Planning, Student Affairs, Style and Rules, University Structure, and ROTC Affairs

Others in the Bloomington Faculty Council: Affirmative Action, Associate Instructor Affairs, Constitution and Rules, Educational Policies, Student Affairs, Faculty Affairs, External Relations, Foundation Relations, Fringe Benefits, Library, Long-Range Planning, Nomination, Merger/ Reorganization/ Elimination [of Programs] Committee

Membership: Each committee must include at least 3 Council members (where reasonably possible, every elected member of the Council, including students, shall serve on a committee of the Council). Additional non-Council members may also be chosen for service. Each committee selects its chair from among its members who are members of the Council.

Authority: Committees report to their respective Councils through the Agenda Committees.

Communication: Minutes are distributed to committee members and a few others; annual reports must be submitted to the Faculty Council Office.

STAFF SUPPORT

Council Office: The Faculty Council Office is located on the Bloomington campus and includes:

- One full-time administrator (Ms. Pettay)
- One 50% time position for the President of the Bloomington Faculty Council/University Council (a faculty member)
- One 50% graduate assistant

There also is a fulltime governance administrator on the Indianapolis campus.

Support Provided: The Faculty Council Office organizes the University Faculty Council and Bloomington Faculty Council meetings and prepares their minutes. Because of the limited staff, committee chairs must provide their own secretarial support or ask their departments to provide it. The Faculty Council Office would like to increase their staff in order to provide more centralized support to the committees.

INSTITUTION: MICHIGAN STATE UNIVERSITY
CONTACT: Dr. Henry Silverman, Secretary for Academic Governance
Ms. Julie Harrison, Executive Secretary

GENERAL STRUCTURE OF THE UNIVERSITY

Michigan State University is an independent state-supported higher education institution.

ACADEMIC COUNCIL

[This summary focuses on the Academic Council.]

General Powers: "In exercising its responsibility, the Board [of Trustees] delegates to the President and through him or her to the faculty appropriate authority and jurisdiction over matters for which they are accountable to the Board. In other cases, for example, faculty recruitment, promotions, and tenure, the Board does not delegate but instead looks to the faculty for recommendations. The specific powers delegated to the faculty are detailed in the *Bylaws of the Board of Trustees*." (*Bylaws for Academic Governance*, June 1993, p. 3)

Authority: The Academic Council serves advisory to the president and the provost and as the consulting body for faculty and students. In areas concerning the curriculum, it has been delegated authority by the Board of Trustees to establish policy.

Structure: Michigan State's governance structure consists of the:

- 1) **Academic Senate** which includes all "regular faculty" and meets on average once per year to vote on major issues (e.g. change to semester system)
- 2) **Academic Council** which includes:

Voting

- a. the **Faculty Council**: elected faculty representatives
- b. the **Academic Assembly of the Associated Students of Michigan State University (ASMSU)**: elected members of the undergraduate student government
- c. select members of the **Council of Graduate Students (COGS)**
- d. deans of academic programs, dean of the graduate school, dean of International Studies and Programs, and the directors of the Honors College and Libraries
- e. a designated member of each standing committee: typically the chair
- f. **Steering Committee** members (see committees)
- g. 4 non-college faculty (e.g. librarians)

Non-voting

- g. designated administrators, including the president and provost

The Faculty Council, ASMSU, and COGS also meet separately to discuss issues relevant to their constituent groups (similar to the U of M governance structure).

Michigan State has a small group of "non-college faculty" (e.g. librarians) who are represented in the Academic Council. MS staff are unionized and, therefore, represented through collective bargaining.

Composition:

The Academic Senate includes all faculty (approximately 2,100), and meets 1-2 times per year. The President and Provost serve in a non-voting capacity.

The Academic Council includes approximately 70 faculty members elected by the various colleges, no more than 34 undergraduate students, and 7 graduate students, plus those individuals listed under d-g under "structure."

The president presides at the Academic Senate, Academic Council, and Faculty Council meetings. The provost presides in the president's absence. There is no non-collegiate representation.

Eligibility:

<u>Faculty:</u>	"all persons appointed under the rules of tenure and holding the rank of professor, associate professor, assistant professor, or instructor, and persons appointed as librarians. In addition, the principle administrative officer of each major education and research unit of the University shall be a member of the regular faculty." (Bylaws for Academic Governance p. 1-1)
<u>Students:</u>	fulltime enrollment is required
<u>Professional Staff:</u>	n/a
<u>Civil Service Staff:</u>	represented through their labor unions

Ratio of Representation:

<u>Faculty:</u>	50:1
<u>Students:</u>	there is a specified number of Council seats for undergraduate and graduate students

Frequency of Meetings and Agendas:

The Academic Council and the Faculty Council both meet once per month during the academic year.

As with most governance structures, the majority of debate occurs at the committee level, with more debate at Academic Council meetings when issues are controversial. Typically, items are brought to the Academic Council first for information and discussion and then to a subsequent meeting for action. Non-Academic Council members may bring items to the Academic Council for consideration.

Attendance:

Academic Senate:	n/a
Academic Council:	approximately 75%

Perception of Effectiveness:

The Secretary for Academic Governance, Professor Henry Silverman, believes "the system is working." The Michigan State governance structure is complex, he added, and it can take a long time for issues to work their way through the consultative process. Some participants perceive this as a negative aspect of the Senate. Major documents, however, usually can be completed and acted upon within an academic year.

Role in Key Decision Making:

The Academic Council is not as involved in key decision-making as the committees are. The Faculty Affairs Committee and the Executive Committee meet regularly with the senior administrators and this has proved to be a very effective voice for the faculty. Former administrations were very good about seeking faculty/student advice and input and maintaining a good system of shared governance. However, Michigan State has a new President and it is not clear at this time how extensively he will work with faculty/student governance.

Communications: Academic Council minutes and agendas are forwarded to all members, any interested faculty/students, deans, assistant/associate deans, department chairs, top administrators, and others, totalling approximately 300 individuals.

Committee minutes and agendas are sent to the committee members and the Executive Committee.

Michigan State has a faculty/staff newspaper which is coordinated by the institution's Division of University Relations. A reporter attends all Council meetings and reports on governance activities regularly in the paper. The Councils have no other formal mechanism in place for communicating to the broader university community.

Strengths: The committee structure.

Weaknesses: The length of time it takes for issues to wind their way through the consultative process.

Through What Means do the Faculty Exercise the Most Significant Influence? Through the committee structure, particularly the Steering Committee and Executive Committee.

Role with Institution's Governing Board: The Secretary for Academic Governance has voting rights on the Board of Trustees. There is a faculty liaison group to the Board, as well, that consists of three at-large members and one member from each of the following committees: Tenure, Faculty Affairs, Steering. There also in a student liaison group. Both groups are able to attend and speak at the full Board meetings. Occasionally, they attend the Board Policy Committee meetings also.

COMMITTEES

Number: 8 standing, 3 advisory/consultative

Examples: Advisory/Consultative:
The Steering Committee of the Academic Council includes five faculty selected from and elected by the Faculty Council and two students selected from the Academic Assembly (one undergraduate and one graduate). Items are brought before the Academic Council through this committee.

The Coordination Committee of the Academic Council consists of the chairpersons of the standing committees and the chair of the Steering Committee. This committee serves to coordinate standing committee activities.

The Executive Committee of the Academic Council includes the Steering Committee and the Coordination Committee, i.e., the chairs of all standing committees. This committee meets with the president and the provost and acts on behalf of the full Academic Council when needed.

Standing:
Academic Environment (parking, etc.), Academic Governance, Academic Policy, Curriculum, Faculty Affairs, Faculty Tenure, University Graduate Council, Student Affairs.

Membership:

Most standing committees include both faculty and student representatives. Administrators serve as ex-officio non-voting members. Faculty and students who are also members of the Academic Council may not serve on more than one committee. Terms of membership for faculty are two years and for students one year. Each committee elects its own chair from among its members.

Authority:

Committees report to the Academic Council through the Steering Committee.

Communications:

Minutes are distributed to committee members, the Executive Committee, and others as requested.

STAFF SUPPORT

Senate Office:

Office of the Secretary for Academic Governance

- The Secretary of Academic Governance - 50% time faculty member
- The Executive Secretary - fulltime
- Two student workers employed for ten hours each per week

[One full-time position was recently eliminated.]

Support Provided:

- Coordinating activities of the Academic Senate, Academic Council and Faculty Council
- Coordinating activities of the Steering and Executive Committees
- Scheduling standing committee meetings
- Preparing mailings and distribute minutes
- Maintaining membership databases, etc.
- Managing Council budgets

The Secretary for Academic Governance:

- Prepares minutes for the Academic Senate, Academic Council and Faculty Council meetings
- Serves as the parliamentarian

Each committee appoints one of its members to serve as secretary and to prepare minutes of the meetings.

INSTITUTION: OHIO STATE UNIVERSITY

CONTACT: Ms. Brenda Wright, Recording Secretary
Professor Gerald Reagan, Secretary of the University Senate

GENERAL STRUCTURE OF THE UNIVERSITY

Ohio State University is a multi-campus system with its main campus located in Columbus. The President has oversight responsibility for the entire system. The administrative structure of the Columbus campus includes a Provost for Academic Affairs, vice presidents, and deans. The branch campuses are headed by executive deans.

UNIVERSITY SENATE

General Powers: "The university senate, subject to the authority of the Board of Trustees, shall have the power:

(A) Under delegation by the university faculty

- to establish the educational and academic policies of the university,
- to recommend the establishment, abolition, and alteration of educational units
- to recommend to the Board of Trustees candidates for honorary degrees
- to recommend candidates for degrees and certificates (which power shall be reserved to the faculty and administrative members of the university senate).

- (B) -to consider, to make recommendations concerning, and (in pursuance of rules pertaining to the university) to act upon matters relating to the rights, responsibilities, and concerns of students, faculty, administrators, and staff." [Rule 3335-5-41 of the Administrative Code]

Authority: Under Rule 3335-5-41 of the Administrative Code (cited above), the University Senate has authority to establish binding policies in certain areas. In other areas it serves advisory to the administration and the Board of Trustees.

Structure: The University Senate is a unicameral body established in 1972 by the Board of Trustees to represent the faculty, administration, and students of the entire Ohio State University system. Individual campuses do not have campus assemblies, as do the four University of Minnesota campuses. The president presides at the meetings and in his/her absence, the vice president for academic affairs and provost.

Composition: The University Senate is divided into the Faculty Council, the Student Senate, and the Council of Deans:

- the Faculty Council includes 70 faculty members
- the Student Senate includes 40 students (26 undergraduates, 10 graduates, 4 professionals)
- the Council of Deans includes 25 University academic administrators (President, vice presidents, deans)

All of these individuals have voting privileges. The university ombudsperson, the director of alumni affairs, the secretary of the university senate, the president of the freshman senate, the president and vice president of the undergraduate student government, the president of the council of graduate students, and the president of the inter-professional council serve as non-voting members. The President of the University presides at the Senate meetings.

There is no professional staff category of employees and civil service staff not represented through collective bargaining are represented by the Staff Advisory Committee. They are not eligible to participate in the University Senate.

The three organizations (Faculty Council, Student Senate, and Council of Deans) meet separately to discuss issues specific to their constituent groups and together (as the University Senate) to discuss broader university issues.

Undergraduate and graduate students also have a separate governance organization (similar to MSA and GAPSA) which are staffed and housed outside the Senate Office.

Eligibility:

Faculty: all regular faculty members
Students: must be enrolled in 12 credit hours or be a graduate or professional student
Academic Staff: n/a
Staff: not eligible--those not involved in collective bargaining are represented by the Staff Advisory Committee

Unionized employees: some civil service employees are unionized

There is also no provision for non-collegiate representation.

Ratio of Representation:

Faculty: 40:1
Students: 1,300:1

Frequency of Meetings and Agendas:

The University Senate meets monthly during the regular school year (8-9 times per year). Items for the Senate agendas progress from Senate committees to the Secretary of the University Senate who forwards them to the Program Committee, Steering Committee, and Rules Committee, which cooperatively establish the agenda. Also, one of the duties of the Committee on Committees is to ensure that the Senate functions efficiently. Items are generally presented for information at one meeting and for action at a subsequent meeting.

Attendance:

The University Senate maintains consistently high attendance. Each faculty member always is present or sends an alternate. Administrators are also present at all meetings. Student attendance is quite good.

Perception of Effectiveness:

The University's Managing for the Future Task Force recently reported that University governance system is integral to the institution.

Role in Key Decision Making:

Overall, the University's senior administrators work closely with the Senate as key decisions are being made. Committees especially relied upon include the Fiscal Committee (advising the vice president for finance) and the Faculty Compensation and Benefits Committee.

Communications:

Agendas and short summaries of Senate meetings are sent to all Senate members and many others. Anyone may request these materials. (Note: A new Ohio state law mandates that all documents shall be public, including those for promotion and tenure). Tapes are archived.

There is a faculty/staff newspaper at Ohio State called "On Campus," which regularly includes Senate articles. There is also a student newspaper.

The Senate is currently using the *Oasis* electronic network (similar to Gopher) and e-mail to communicate with the broader faculty. Senate agendas and major reports are also posted on electronic bulletin boards. This will be a more effective form of communication when all students and employees have access to the system.

Strengths:

The committee structure, particularly the key committees that meet regularly with the president and senior administrators.

Weaknesses:

Communication with constituent groups.

Through What Means do the Faculty Exercise the Most Significant Influence?

Through the Senate committee structure and the Faculty Council.

Role with Institutions's Governing Board:

There is one non-voting student position on the Board of Trustees. The chair of the Faculty Council and the chair of the Steering Committee (the executive committee) are invited to Board meetings and are allowed to address the Board. Students are invited to speak before the Board at times.

COMMITTEES

Number:

20 (and 3 non-Senate)

Examples:

Student Affairs, Traffic and Parking, Women and Minorities, Academic Affairs (Curriculum), Academic Freedom and Responsibility, Hearing (Promotion and Tenure), Academic Misconduct, Bookstore, Athletic Council, Council on Enrollment and Student Programs, Faculty Compensation and Benefits, Fiscal, Honorary Degrees, Legal Affairs, Library, Research, Steering, Rules, Committee on Committees, Programs.

Non-Senate: Arts Museums, Patents and Copyrights, Advisory Committee to the Board of Trustees

The Steering Committee serves as the executive committee for the Senate and includes the chair of the Faculty Council and the Cabinet (chairs of the key committees).

Membership:

Faculty and students comprise the majority membership of most committees. A few committees also have a civil service, alumni, or faculty emeritus representative as well. Administrators serve in a non-voting ex officio capacity. Senators are required to serve on at least one committee. The remaining positions are filled by non-Senate members. Terms of membership are generally three years for faculty and one year for students.

The selection process is coordinated by the Secretary of the University Senate and the Steering Committee. Some committees are appointed by the President and others by the appropriate constituent bodies (i.e. Faculty Council, Council of Graduate Students, etc.). Chairs are selected by the members of each committee.

Authority:

Committees report to the University Senate through the Program Committee. This committee works closely with the Steering Committee and Rules Committee.

Communication:

Committee minutes are forwarded to committee members, the Steering Committee and the Senate Office. Committees also produce an annual report that is included in the University Senate minutes. Anyone may request copies of minutes.

STAFF SUPPORT

Senate Office:

The Senate Office staff includes:

- The Secretary for the University Senate (faculty member): 50%
- Recording Secretary: 100%
- Student Worker: 25% (10 hours/week)

The Academic Affairs Office provides an additional secretary, supplies and funding for the Senate.

Support Provided:

The Senate office coordinates the activities of the University Senate and Faculty Council, and provides support for some of the committees. Other committees receive secretarial support through departments or an administrative unit.

INSTITUTION: PENNSYLVANIA STATE UNIVERSITY

CONTACT: Professor George Bugyi, Executive Secretary of the University Faculty Senate

GENERAL STRUCTURE OF THE UNIVERSITY

The Pennsylvania State University system is comprised of 22 campuses, with the main campus located in University Park. The system is coordinated by a central administrative structure, that includes a system-wide president, provosts with oversight responsibilities over some of the branch campuses, and Campus Executive Officers overseeing others.

UNIVERSITY FACULTY SENATE

The University Faculty Senate "is an inclusive body to the extent that faculty, students and the administration are all represented. The number of student and administrative members must be a number that is less than 10% of the number of elected faculty senators." (Bugyi) Each branch campus has a Faculty Assembly from which members are elected to the University Faculty Senate.

General Powers: "The University Faculty Senate shall have the following functions:

- (a) Legislative
To serve as a sole legislative body representing the University Faculty as a whole. Its actions shall be authoritative on all matters that pertain to the educational interests of the University (graduate and undergraduate resident instruction, research, and continuing education) and on all educational matters that concern the faculties of more than one college, subject, after consultation, to revision and orders of the President of the University. . . .

- (b) Advisory and Consultative
To act as an advisory and consultative body, both through its corporate whole and any of its constituent parts, to the President on any matter that may affect the attainment of the educational objectives of the University. . . .
(Constitution, Bylaws, and Standing Rules of the University Faculty Senate, 1994-95)

Authority: The Faculty Senate functions as a policy making and recommending body for the University. The Faculty Senate has legislative authority on curriculum and educational matters, such as academic admissions standards, instruction programs, honors, academic standards for intercollegiate athletic participation, courses and programs of study, retention and graduation requirements, and access to library and information systems for academic purposes. The Senate also:

- Advises and consults on matters of educational objective (i.e. overall educational policy and planning; faculty welfare; planning of physical facilities; establishment, reorganization, or discontinuation of organizational units and areas of instruction or research, etc.),
- Informs the University community on issues related to promotion and tenure, and
- Provides a forum for standing committees to inform the Senate on issues they are addressing.

Structure:

The University Faculty Senate includes faculty, students, and members of the administration, and is representative of all the Penn State campuses. The total number for each of the student and administrative constituencies, however, may not exceed a number equal to 10% of the elected faculty senators. Although there is inclusion of students in the Faculty Senate, there is a Student Senate, which functions independent of the University Faculty Senate. There is no provision for staff representation. Faculty terms are for four years; student terms are for one year.

Each campus also have its own legislative structure to address matters specific to those campuses.

Dr. Bugyi noted that within the governance structure there is the Faculty Senate Committee on Commonwealth Educational System that reviews and makes recommendations on policies and procedures concerning the relation of one or more campuses to other units of the University. Moreover, it makes recommendations on the establishment, reorganization, continuation, or discontinuation of degree programs.

Composition:

The University Faculty Senate includes the following:

194	Faculty
19*	Administrators (ex officio voting)
<u>19*</u>	Students
232	Total

All are voting positions.

A faculty senator is elected each year to serve as chair-elect of the Faculty Senate. At the end of one year of service that individual automatically succeeds to the office of chair. The chair of the Faculty Senate presides at the meetings.

The President serves as an ex-officio voting member of the Faculty Senate as do members of the Faculty Senate Council (FSC) (the executive committee; similar to the U of M Faculty Consultative Committee).

*Total may not exceed a number equal to 10% of the elected faculty senators.

Eligibility:

Faculty: fulltime academic appointments with professorial, research, or librarian titles; and fulltime instructors, lecturers, and assistant librarians.

Students: must be enrolled fulltime

Professional staff: n/a

Staff: not eligible--there is no legislative structure in place for staff; not even a representative committee

Unionized employees: very few employees are unionized (custodial, grounds, and food service)

There is no provision for non-collegiate representation other than the administrative appointments.

Ratio of:

Faculty: 20:1

Representation:

Students: n/a

Frequency of Meetings and Agendas:

Faculty Senate meetings occur every 6 weeks (6 per academic year). Agenda items are submitted by standing committees to the Faculty Senate Council which establishes the agenda. Senate meetings are scheduled from 1:30 - 5:00 p.m. The majority of debate on any given item usually occurs at the committee level. Any non-Senate member may speak at a Senate meeting by providing notice four days in advance.

Attendance:

Approximately 60-70%, which is considered good as members must travel to the University Park campus to attend the meetings.

Perception of Effectiveness:

Professor Bugyi believes the Faculty Senate is very effective; there is good participation by faculty and a strong sense of shared decision-making with the University administration.

Role in Key Decision Making:

Examples of faculty involvement in key University decisions:

- Key administrators serve on all Faculty Senate committees
- The Presidential Selection Committee includes faculty members appointed by the Senate
- The President serves on the Faculty Senate Budget Committee and the Faculty Senate Council
- Senior administrators are voting members of the Faculty Senate

Communications:

Senate minutes are distributed in 3 different ways:

- The Senate Record: a verbatim record is provided to the Library, Deans' offices, and the President
- The Senate Digest: a 3-4 page summary of the meetings is distributed to approximately 750 people
- The Blue Sheet: A publication listing curricular affairs, course changes, etc.

Senate Agendas are distributed to Faculty Senate members and others as appropriate.

The Faculty Senate utilizes the faculty/staff/administration newspaper (called the *Intercom*), as a primary means of communicating with the broader University community. There is also a student newspaper called the *Collegian*.

As with other institutions, the Faculty Senate is making greater use of electronic communication.

Strengths:

The tremendous rapport between the faculty and the administration; the fact that senior administrators are voting members of the Senate; and the fact that the President and Provost serve on the Faculty Senate Council.

Weaknesses:

If there is a weakness, it would only be the transition period during times of administrative change, either in the Faculty Senate or the administration.

Through What Means do the Faculty Exercise the Most Significant Influence?

Through the Faculty Senate Council and the Faculty Advisory Committee.

Role with Institution's Governing Board:

While the faculty do not have membership on the Board of Trustees, Dr. Bugyi said the Faculty Senate has a "very good" working relationship with the Board. Three Faculty Senate members are identified each year to attend the Board meetings (there are designated seats for them at a side table) and to participate in a non-voting capacity. There is one voting student member on the Board appointed by the Governor.

COMMITTEES

Number:

15

Examples:

The Faculty Senate Council is the executive committee of the Senate. Its membership includes the Senate officers, a representative from each University Park college, five faculty representatives from outstate campuses, two at-large faculty members, the Faculty Advisory Committee (see Other Senate Committees), the President, and the Executive Vice President/Provost. This is a very key committee in the Faculty Senate structure.

Other Senate Committees: Committee on Committees and Rules; Admissions, Records, Scheduling and Student Aid; Faculty Affairs; Commonwealth Educational System; Computing & Information Systems; Curricular Affairs; University Planning; Faculty Benefits; Intercollegiate Athletics; Libraries; Research; Student Life; Undergraduate Education; and Outreach Activities

The Faculty Senate also participates in the selection of members for extrasenatorial standing committees, commissions, and boards of the University, including:

- Faculty Advisory Committee to the President (small group of faculty, including the Faculty Senate chair, chair-elect, immediate past chair, secretary of the Faculty Senate, and 3 elected faculty who serve as an advisory and consultative body to the president--this group works closely with the Faculty Senate Council)
- Faculty Rights and Responsibilities
- University Promotion and Tenure Review Committee
- Standing Joint Committee on Tenure
- Joint Committee on Insurance and Benefits
- Faculty Athletic Representatives

Membership:

Committee memberships are comprised primarily of faculty; some committees include 1-2 student representatives and/or administrators. Faculty Senate membership is **not** a prerequisite for committee membership although the Committee on Committees, which selects most committee memberships, tries to maintain continuity between the Faculty Senate and its committees by asking senators to serve on committees. The Committee on Committees also appoints the committee chairs. Committee appointments are for two years and chair positions are for one year.

Authority: Committees report to the Faculty Senate through the Faculty Senate Council.

Communications: Committee minutes have very limited distribution: the committee chairs, the Provost, and the Senate Office.

STAFF SUPPORT

Senate Office: The Faculty Senate Office includes six employees, including an Executive Secretary of the University Faculty Senate (fulltime faculty member), administrator, receptionist, secretaries.

Support Provided: The Senate staff coordinates Faculty Senate meetings and all committee activities, including scheduling meetings, preparing minutes, managing the Senate budget, etc.

INSTITUTION: PURDUE UNIVERSITY, WEST LAFAYETTE

CONTACT: Professor Soloman Gartenhaus, Secretary of Faculties

GENERAL STRUCTURE OF THE UNIVERSITY

Purdue University is a multi-campus State institution comprised of five campuses. The main campus is located in West Lafayette, Indiana, which has a branch campus in Westville called the North Central campus. The other campuses are located in Calumet, Fort Wayne, and Indianapolis. The Board of Regents and the President have oversight over the entire system with chancellors heading up each campus. The University is not further subdivided into provostal areas.

This summary focuses on the West Lafayette campus.

UNIVERSITY SENATE

General Powers: "The University Senate is the governing body of the West Lafayette and North Central faculty and it exercises the legislative and policy-making powers assigned to that faculty subject only to review and check by the faculty by established procedures. Therefore, subject to the authority of the Board of Trustees and in consultation with the president, it has the power and responsibility to propose or to adopt policies, regulations, and procedures intended to achieve the educational objectives of Purdue University and the general welfare of those involved in these educational processes." [Section D, University Code]

Authority: The University Senate has the authority to establish policy in certain areas, such as educational policy, admissions, and athletics, and to set the University calendar. In other areas, the Senate serves in an advisory capacity to the President.

Structure: Each campus has its own legislative structure. Again, this summary focuses on the West Lafayette Senate, which includes one faculty representative from each of the Calumet, Fort Wayne, and Indianapolis campuses, and four faculty representatives from the North Central campus.

Professor Gartenhaus also noted that Purdue has an Inter-Campus Faculty Council which coordinates the academics of all five campuses.

Composition: The University Senate is comprised of 100 members, including:

- 92 elected faculty from the West Lafayette campus and the North Central campus
- 3 elected faculty members from the Calumet, Fort Wayne, and Indianapolis campuses
- 1 voting undergraduate student
- 1 voting graduate student
- 3 administrators: President, Executive Vice President for Academic Affairs, and the Executive Vice President for Finance
- 7-9 advisors from such areas as Student Services, Graduate School, Registrar's Office, etc. (these are non-voting positions)

The President of the University presides at the meetings even though there is an elected faculty Senate chair.

Students have a separate governance structure, called the Student Senate.

It is not clear whether Purdue has a professional category of employees (such as our P&A) or whether its staff is unionized.

Eligibility: **Faculty:** fulltime tenured or tenure track faculty and clinical professors
Students: represented through the Student Senate
Professional staff:
Civil Service staff:

Unionized:

Ratio of Representation: **Faculty:** 20:1

Frequency of Meetings and Agendas: The University Senate meets eight times during the academic year, with the Steering Committee establishing the agendas. Faculty may request that items be added to the agenda by submitting a request to the Steering Committee.

Issues are typically debated at the committee level, although many receive extensive debate in the Senate. Usually items are presented at one meeting for discussion and then for action at a subsequent meeting.

Attendance: 70% or more

Perception of Effectiveness: Professor Gartenhaus, the Secretary of Faculties, believes the Senate is perceived as effective although its influence is limited. For example, faculty governance is not involved in University budgeting or planning.

Role in Key Decision Making: Limited--as mentioned above.

Communications: Minutes of Senate meetings are distributed to all faculty (1850) and others totaling approximately 2000 copies. Senate agendas are sent to Senate members with courtesy copies to local TV and radio stations and other interested parties. The institution does not have a faculty/staff newspaper but does have a student newspaper. The Senate's primary form of communication is through its minutes.

Strengths: The committee structure, particularly the Advisory Committee.

Weaknesses: The limited role the Senate plays in key areas such as budgeting and planning.

Through What Means do the Faculty Exercise the Most Significant Influence? Through the University Senate Advisory Committee which includes committee chairs and meets regularly with the president.

**Role with
Institution's
Governing Board:**

The Chair and Vice Chair of the Senate regularly attend Board of Trustees meetings and present reports. The Board includes one student member elected by the Governor. Faculty are not officially represented on the board.

COMMITTEES

Number:

7

Examples:

Steering, Educational Policy, Student Affairs, Faculty Affairs, University Resources Policy (overseeing facilities), Nominating, Advisory

The Advisory Committee includes the chairs of all other committees and is established to meet with the President. This committee is considered the most vital one at the West Lafayette campus. It is the only committee whose chair is selected by the Senate.

Membership:

Committee positions are filled by (faculty) senators. The Nominating Committee coordinates the appointments which are then ratified by the full University Senate. Exceptions are the Steering and Nominating Committees which are elected positions. The Student Affairs and Resource Policy Committees also include student members who are elected by the University Senate from a slate presented by the Student Senate. Committee chairs are selected by the members of each committee.

The President of the University serves on both the Steering and Advisory Committees and the Executive Vice President of Academic Affairs serves on those committees which elect her/his membership.

Authority:

Committees report to the University Senate through the Senate Steering Committee.

Communication:

Committee minutes and agendas are distributed to committee members only and are archived. The broader faculty is informed of committee activities through the Senate minutes.

STAFF SUPPORT

Senate Office:

The University Senate Office includes:

- Secretary of the Senate (25 % time faculty member)
- Secretary (50% appointment)

Support Provided:

The Senate Office provides staff support for the Senate including organizing meetings, preparing minutes, and conducting elections. Most of the committee support is provided through the academic departments of the chairs.

INSTITUTION: UNIVERSITY OF ILLINOIS, URBANA-CHAMPAIGN

CONTACT: Mr. Bob Damrau, Clerk of the Senate

GENERAL STRUCTURE OF THE UNIVERSITY

The University of Illinois is a five campus system with its main campuses at Urbana-Champaign and Chicago. The other three smaller campuses are for College of Medicine students only. The Urbana-Champaign and Chicago campuses each have their own administrative structure and are each headed by a chancellor. The chancellors report to the President of the system.

UNIVERSITY SENATE (Urbana-Champaign)

General Powers: "For the purpose of exercising legislative functions in matters of educational policy and other powers and duties specified in the *University Statutes*, there is hereby established a unicameral body to be known as the Senate on the Urbana-Champaign Campus." (Constitution, Bylaws, Standing Rules of the Senate)

Authority: The Senate serves as an advisory body to the President and the Board of Trustees.

Structure: The two main campuses (Urbana and Chicago) have separate governance structures. This report focuses on the Urbana-Champaign campus. The University Senate is a faculty/student governance body. While it does not separate into a Faculty Senate or Student Senate as does the U of M, it occasionally votes on faculty and student issues separately. Items are often presented to the Senate for information at one meeting and then acted upon at a later meeting.

Composition: The Senate includes 200 faculty and 50 student members. Certain campus administrators serve as non-voting ex-officio members. The Chancellor (or his/her designee) presides at the meetings and votes in the case of a tie. The President of the university system typically is not involved although she/he is an ex-officio member. There is no non-collegiate representation.

The P&A Advisory Committee represents all professional staff to the administration. Civil service employees are unionized and represented through AFSCME. There is also a Faculty Advisory Committee established outside of the Senate structure which deals with faculty grievances.

Eligibility:
Faculty: all regular faculty with appointments in excess of 50% time, fulltime instructors, and faculty emeritus
Students: Students must be "in residence" and degree candidates. In addition, undergraduate students must be carrying at least 12 credits and graduate students at least 8 credits.
Academic Professionals: not eligible
Civil Service employees: not eligible

Ratio of Representation:
Faculty: 10:1
Students: 700:1

Frequency of Meetings and Agendas: The Senate meets once per month which Mr. Damrau and other governance leaders believe is too often. Agendas are established by the Senate Council (the executive committee) working with the Clerk of the Senate

- Attendance:** The Senate is always able to make quorum with average attendance of about 65 percent.
- Perception of Effectiveness:** The effectiveness of the Senate is currently under discussion. It is hoped that a proposal to reduce and strengthen the committee structure will increase overall effectiveness.
- Role in Key Decision Making:** The Senate is not involved in advising the administration on matters of budgeting or planning as much as it would like. Search committee policies have been developed which allow faculty to be involved in searches for key administrators.
- Communication:** Senate minutes and agendas are distributed to all Senators, administrators, and department heads totalling approximately 500 copies. Use of electronic communication has proven to be effective. While the Urbana-Champaign campus has a faculty/staff newspaper, the Senate does not regularly utilize it as a means of communication of governance activities.
- Strengths:** The number of faculty participants with a strong institutional knowledge base.
- Weaknesses:** The lack of faculty and student interest and involvement.
- Through What Means do the Faculty Exercise The Most Significant Influence?** Through the Senate Council (executive committee) which meets regularly with the Chancellor and senior administrators.
- Role with Institution's Governing Board:** The Senate serves as an advisory body to the Board of Trustees, developing policies and making recommendations on such things as curriculum or program changes.
- The nine regular Board of Trustees are elected in state elections (this will most likely change in 1996). Two students serve as non-voting members. The Governor serves as an ex-officio voting member. There is no faculty representation on the Board. The Senate Council (executive committee) chair presents an annual report to the Board and the Council sends a faculty observer to each Board meeting. The faculty would like more interaction with the Board, but the Board is resisting.

COMMITTEES

- Number:** 21 (the number of committees is expected to be reduced during Senate restructuring)
- Examples:** The Senate Council, which is an elected body, serves as the executive committee, coordinating and directing the work of the committees.
- Calendar, Academic Freedom and Tenure, Admissions, Budget, Benefits, Campus Operations, Educational Policy, Equal Opportunity, External Affairs, Faculty Benefits, Honorary Degrees, Library, Student Discipline, Statutes, Student Life, Committee on Committees, etc.

Membership:

Faculty and students serve as voting members of the committees. Administrators serve as non-voting ex officio members. Both senators and non-senators are eligible to serve in the faculty and student positions. Nominations are submitted by the Committee on Committees and ratified by the Senate. Faculty terms are two years; student terms are one year.

Authority:

Committees report to the University Senate through the Senate Council.

Communication:

Committee minutes and agendas are distributed to committee members only.

STAFF SUPPORT

Senate Office:

There are five staff members (4 full-time, 1 half-time) including the Senate Clerk and four clerical employees who provide support for the committees.

Support Provided:

Coordination of all Senate and committee activities, including preparation and distribution of agendas, minutes, etc. Does not generally provide support for committees or activities outside of the Senate.

INSTITUTION: UNIVERSITY OF IOWA
CONTACT: Dr. Richard Hurtig, Faculty Senate President

GENERAL STRUCTURE OF THE UNIVERSITY

The University of Iowa is an independent state university.

FACULTY SENATE

General Powers: "The Faculty Senate and the Faculty Council [executive committee] of The University of Iowa are elected bodies through which the faculty expresses its concerns for the welfare of the University, develops and disseminates ideas for University improvements, and contributes to the formation of general University policy." [Faculty Senate Constitution]

Authority: "The Senate may formulate and recommend policies to the President of the University on all subjects of University concern." [Faculty Senate Constitution]

Structure: The faculty and student governance structures at the University of Iowa are completely separate. The Faculty Senate is led by its executive committee, called the Faculty Council, which has authority to represent the Faculty Senate when the Faculty Senate is not in session. The President attends all Faculty Senate meetings and presents a major address yearly. The President of the Faculty Senate (a faculty member) presides.

Students participate in governance through their student associations (graduate and undergraduate) and staff through the Staff Council.

In addition, the University administration relies on:

- University Charter Committees which include faculty, students, and staff, and
- Issue specific university forums sponsored by faculty, students, and staff

Each college also has its own governance structure that meets weekly and includes a faculty assembly and an educational policy committee. Each college operates its representative process differently: some elect, some appoint.

Composition: The Faculty Senate includes 70 members:

- 33 % from CLA
- 33 % from the Medical Sciences
- 34 % from the remainder of the University

Eligibility:
Faculty: tenured and tenure-track faculty, as well as those in the "scientific" class
Students: not eligible--represented through student associations
Professionals: scientific personnel eligible
Staff: not eligible--represented through the Staff Council
Unionized Employees: some staff are unionized

Ratio of Representation: Faculty: 26:1

Frequency of Meetings and Agendas:

The Faculty Senate meets twice per semester and agendas are established by the Faculty Council. Like most governance structures, much of the debate occurs at the committee level, although some does occur at the Faculty Senate level. Specific items are brought before the Faculty Senate for information at one meeting and acted upon at a subsequent meeting.

Attendance:

Varies from 66 - 100%

Perception of Effectiveness:

The University of Iowa conducted a survey last year on the perceived effectiveness of the Senate. It was given an overall grade of B-. The following areas were issues involved in the debate:

- communication problems between faculty governance and the broader faculty (this issue remains unresolved)
- lack of collegiality
- how to enhance governance

Role in Key Decision Making:

The Senate can select whether or not to support any University operation and is consulted when key decisions are being made.

Communications:

The minutes of Faculty Senate meetings are sent to Senators. A publication titled *FYI* is distributed every two weeks to all employees informing them on University issues, including faculty governance. Efforts are being made to increase the use of electronic communication.

Strengths:

Faculty involvement at every level of decision-making, and the fact that the administration works closely with faculty governance.

Weaknesses:

Faculty not directly involved in governance feel detached.

Through What Means do the Faculty Exercise The Most Significant Influence?

Faculty exercise the most influence through their college governance structures and through the key Faculty Senate committees.

Role with Institution's Governing Board:

The Faculty Senate President (or his/her designee) attends all Board of Regents' meetings. He/she also meets on an individual basis with the Regents during the year. This has proven to be an effective way for the faculty to provide their viewpoint on University issues.

The Faculty Senate President, Student Body President, Staff Council President, Provosts, and faculty leaders are allowed to speak at Regents' meetings.

The Faculty Senate President also accompanies the University Lobbyist and the University President when they meet with the state legislature and the Governor on behalf of the University.

COMMITTEES

Number: 8

Examples: Budget Planning, Committee on Committees, Elections, Faculty Welfare, Rules and Bylaws, Committee on the Selection of Central Academic Officials, Governmental Relations, Institutional Advancement. Faculty Senate committees are appointed by the Committee on Committees and ratified by the Faculty Senate.

The Faculty Council is the executive committee of the Faculty Senate. Members are elected by the faculty at-large. This is a very key committee that functions similar to the U of M's Faculty Consultative Committee.

There also are approximately 20 University Charter Committees. These are non-Faculty Senate committees that are comprised of faculty, staff, and students and are designed to be small working groups. Their general responsibility is twofold: (a) to advise on the formulation of University policy, and (b) to interpret the considerations underlying University policies to the respective constituencies. These committees are established, modified, and disestablished by the Faculty Senate, the Student Association, the Staff Council, and the President. University Charter Committees are able to bring agenda items to the Faculty Senate for information or action.

Membership: All faculty members are eligible to serve on Faculty Senate committees. Each senator must serve on at least one committee. The Faculty Council and Senate ratify the final committee memberships and the President of the Faculty Senate appoints the committee chairs.

Authority: Committees report to the Faculty Senate through the Faculty Council.

Communication: Except for the Faculty Council, all committee minutes are distributed to committee members and the Faculty Senate President. The Faculty Council minutes are more broadly distributed.

STAFF SUPPORT

Senate Office: The Faculty Senate has very limited staff support. It includes the Faculty Senate President who is a full-time faculty member (25-50 percent release time is provided to this individual), and one full-time secretary.

Support Provided: The Faculty Senate Office coordinates the Faculty Senate meetings and provides limited support to committees. Staff support for most of the committees is provided by the chairs and through their departments. A Faculty Senate secretary is appointed each year (a faculty volunteer) who is responsible for preparing the Faculty Senate minutes.

INSTITUTION: UNIVERSITY OF MICHIGAN

CONTACT: Dr. Jean Loup, Chair of the Senate Assembly

GENERAL STRUCTURE OF THE UNIVERSITY

The University of Michigan system is composed of three campuses located in Flint, Dearborn, and Ann Arbor. The President of the University has oversight responsibility over the entire system. Each of the three campuses also has a provost that reports to the President. The Ann Arbor campus has one provostal area--the health sciences. All other areas of the campus are headed by deans.

UNIVERSITY SENATE

The University Senate is comprised of all faculty from all three campuses and meets once per year. Because of its size and the fact that it only meets annually, Dr. Loupe described it as a "cumbersome" and "perfunctory" body.

General Powers:

"The University Senate is authorized to consider any subject pertaining to the interests of the University, and to make recommendations to the Board of Regents in regard thereto. Decisions of the University Senate with respect to matters within its jurisdiction shall constitute the binding action of the University faculties. Jurisdiction over academic policies shall reside in the faculties of the various schools and colleges but insofar as action by the several faculties affect University policy as a whole, or school and colleges other than the one in which they originate, they shall be brought before the University Senate." (1992 Handbook of Faculty Governance)

[The focus of this summary will be on the Senate Assembly structure.]

SENATE ASSEMBLY

The Senate Assembly serves as the faculty governance structure including representation from all three University of Michigan campuses. Students have a separate governance structure.

General Powers:

"The areas of concern of the Senate Assembly shall be those of the University Senate. The Assembly shall have power to consider and advise regarding all matters within the jurisdiction of the University Senate which affect the functioning of the University as an institution of higher learning, which concern its obligations to the state and to the community at large, and which relate to its internal organization insofar as such matters of internal organization involve general questions of educational policy. [1992 Handbook of Faculty Governance]

Authority:

The Senate Assembly serves primarily as an advisory body, but it can approve certain actions such as faculty evaluations of deans.

Actions are forwarded to the administration and Board of Regents where appropriate. In some cases actions are forwarded directly to the colleges, such as the Grievance Policy developed by the Senate Assembly. Because each college has the authority to approve its own grievance policy, some colleges accepted the Senate Assembly version while others did not. This process results in varied policies throughout the system.

Structure:

The Senate Assembly serves as the faculty governance structure including representation from all three University of Michigan campuses. Students have a separate governance structure.

Composition:

The Senate Assembly is comprised of 72 elected faculty members plus the members of the Senate Advisory Committee on University Affairs (SACUA) (the executive committee of the Senate

Assembly). The Senate Assembly secretary and two retired University Senate members serve as ex officio members. The chair and vice chair of the Senate Assembly are chosen from among the SACUA members. The President of the University system has no role in the Senate Assembly and does not generally attend the meetings. The Provost of the Ann Arbor campus, however, usually attends. There is no non-collegiate representation.

The students have a separate structure. There is no governance structure for staff, and the University does not have an academic professional category of employees such as the University of Minnesota does.

Eligibility:

Faculty: Faculty are elected proportionally by college

Students: not eligible--have separate governance structure

Staff: not eligible--no form of organized governance

Academic Staff: not applicable

Unionized employees: a small number of staff are unionized

Ratio of Representation:

Frequency of Meetings and Agendas

Meetings are held once per month. Agendas are established by the SACUA. In recent months there has been an increase in debate at Senate Assembly meetings. Nevertheless, most work within the Senate Assembly is conducted at the committee level. Most items are brought to the Senate Assembly for information and action at the same meeting.

Attendance:

Averages 70%

Perception of Effectiveness:

Dr. Loupe does not consider the Senate Assembly to be highly effective at this time, mainly because the University is not currently dealing with the kinds of gripping issues that other universities are facing.

Role in Key Decision Making:

The Senate Assembly is beginning to take a more aggressive approach to being involved in key University decisions (i.e., budgets and planning). "By being contentious faculty have caught the administration's attention," noted Dr. Loup.

Communications:

The Senate Assembly minutes are sent to Senate Assembly members and a few others. They are also available through the internet system. Agendas are sent only to members. There is no faculty/staff newspaper. The University News Service publishes the *University Record* on a weekly basis which often contains faculty governance information.

Strengths:

The potential for being involved in key university decision making.

Weaknesses:

The Senate Assembly's lack of real decision powers--an effective system is dependent on an administration that is willing to consult.

Through what Means do the Faculty Exercise the Most Significant Influence?

Through the schools and colleges; not through the Senate Assembly

**Role with
Institution's
Governing Board:**

The SACUA has some interaction with the Board. It meets over lunch with one Regent each month and over dinner with the entire Board twice per year. The SACUA also addresses the Board at one of its formal meetings once each year. (This could occur more often if either side so desired.) There are no faculty or student seats on the Board.

COMMITTEES

Number: 13

Examples:

Senate Assembly Committee on University Affairs (SACUA) - This executive committee for the Senate Assembly is composed of nine members elected by the Senate Assembly, and meets on a weekly basis. The SACUA serves a very important role in faculty governance as it provides a direct voice to the administration. While it has functioned in a more passive role in the past, it is working hard to strengthen its consulting role and to make the Senate Assembly a more effective body. One effort in this regard has been to select a former SACUA chair to serve as a special counselor to the President.

Other committees include: Economic Status of Faculty, Multicultural University, Financial Affairs, Civil Liberties Board, Tenure, Research Policies, Student Relations, Governmental Relations, Medical Affairs, University Relations, Academic Affairs, and Rules.

Tasks relating to educational policy are handled at the collegiate rather than the Senate Assembly level.

Membership:

Faculty hold the majority of the committee seats. Members do not have to be senators but there is an attempt to have senators on each committee.

Students serve on most of the committees. The number of seats for students vary per committee. Staff are not eligible to participate. Several committees also have administrators and/or alumni in voting positions.

Committee members and chairs are appointed by the SACUA (except for SACUA as stated above).

Authority:

Committees report to the Senate Assembly through the SACUA.

Communication:

Minutes are sent to committee members only.

STAFF SUPPORT

Senate Office:

The Senate office includes three fulltime employees (an executive assistant who heads the office, a research associate, and a secretary); one half-time faculty member (the chair of SACUA); and four parttime student employees. Funding for the office comes from the Provost's Office.

Support Provided:

The parttime students provide staff support for the committees, some of whom prepare minutes. The research associate provides support to the more major committees. The executive assistant does some research, organizes Senate Assembly meetings, manages the budget, and provides overall coordination of Senate Assembly activities. The office generally does not provide support for activities outside the purview of the Senate Assembly.

INSTITUTION: UNIVERSITY OF MINNESOTA

CONTACT: Ms. Martha Kvanbeck, Administrative Director and Clerk of the Senate

GENERAL STRUCTURE OF THE UNIVERSITY

The University of Minnesota is a multi-campus institution with its main campus in the Twin Cities and three smaller coordinate campuses located in Crookston, Morris, and Duluth. The president of the University has oversight responsibility for the entire system. He is also the chancellor of the Twin Cities campus. Each of the coordinate campuses also has a chancellor that reports to the President. The Twin Cities campus is divided into three provostal areas (health sciences; arts, sciences, and engineering; and professional studies) and the provosts report to the chancellor of the Twin Cities campus.

UNIVERSITY SENATE

General Powers: "Consistent with actions and policies by the regents of the University of Minnesota, all matters relating to the educational and administrative affairs of the University are herein committed to the president, the University Senate, and the several faculties." (Senate Constitution)

Authority: The Senate serves as a recommending body to the administration and/or Board of Regents.

Structure: Issues affecting the University as a whole are addressed by the "University Senate." Issues affecting faculty and academic professionals only are addressed by the "Faculty Senate" (the faculty representatives to the University Senate), and issues relating primarily to students are addressed by the "Student Senate" (the student representatives of the University Senate).

Each of the four campuses also has its own campus Assembly that includes faculty, academic professional, and student representation and which addresses issues that are campus specific.

Traditionally, items have been brought for information and action at the same meeting; however, changes are being made to bring some items to one meeting for information and discussion and to a subsequent meeting for action. Most debate on items occurs at the committee level; however, vigorous debate often occurs in the Senate as well.

Composition: The University Senate includes elected faculty, academic professional, and student representatives from each of the various colleges, institutes, and schools. For the 1994-95 academic year there are 163 faculty and academic professional positions and 78 student positions. Academic officers (i.e. vice presidents, deans, etc.) serve as ex-officio nonvoting members. The president of the University is a voting member of the Senate and presides at its meetings.

Eligibility:
Faculty: all regular faculty with appointments of at least 67 percent time and fulltime instructors
Students: seats are based on fulltime enrollment and credits earned
Academic professional staff: some academic professional staff employees are eligible--those whose positions are most like faculty positions
Civil Service employees: not eligible

There is also no provision for non-collegiate representation (i.e. support units, health service, etc) in the Senate.

A governance task force will be addressing the issue of eligibility during the coming year.

Unionized employees: A small percent of faculty and a significant number of civil service employees at the U of M are unionized. These individuals do not participate in the University governance system.

The civil service and academic professional staff employees each have a committee of colleagues that represents their views to the central administration. There is no formal governance structure, however, for these categories of employees.

Ratio of Representation:

faculty and academic professional members -- 20:1
student members -- 1,000:1

Frequency of Meetings and Agendas:

The University Senate, Faculty Senate, and Student Senate meet consecutively approximately 4-5 times per year. Agendas are established by the executive committee of each body and items are usually generated through the committee structure. Issues addressed by the Senate are varied. Examples include: educational policy issues, developing and/or reviewing University policies, making recommendations on issues concerning the University, establishing the school calendar, etc.

Attendance:

Faculty/Academic Professionals: approximately 80-85 percent

Students: approximately 50 percent (student attendance is based on positions filled which is usually in the 70-80 percent range)

Perception of Effectiveness:

The U of M has a strong system of faculty and student governance that includes regular interaction with central administrators. Primary consultation takes place at the committee level, particularly with 4-5 key Senate committees. Because concerns have been raised about communication and possible modification of the structure, a governance task force will be established during the 1994-95 academic year to address these issues.

Role in Key Decision Making:

The current administration works closely with the Senate in making key decisions regarding budgeting, planning, selection process for key administrators, etc. Again, this is done primarily through the committees.

Communication:

Senate Minutes are distributed to approximately 500 individuals, including senators, committee chairs, chancellors, provosts, vice presidents, deans, department heads, members of the Board of Regents, student associations, etc.

The U of M has recently developed a faculty/staff periodical to be published biweekly. It is expected that University governance will regularly utilize this medium as a means of communicating with the broader University community. The U of M also has a student newspaper in which Senate agendas and notices are published.

Strengths:

The committee structure, particularly the 4-5 primary committees, and the administration's willingness to consult.

Weaknesses:

Lack of debate in the Senate and the fact that the committees are not well connected to the Senate.

Through What Means do the Faculty Exercise the Most Significant Influence?

Through the committees and the Consultative Committee's regular meetings with the President and other central officers.

Role with Institution's Governing Board:

Faculty do not have a seat on the Board of Regents nor do they serve on any of its committees. The Consultative Committee chair provides a quarterly report to the Board and its faculty members have opportunities during the year to meet on a more informal basis with Board members.

Other categories of employees also do not have representation on the Board.

There is student representation on the Board. One of the twelve Board of Regents seats is designated as a student position and at time of appointment must be filled by a U of M student. It is a full voting position. Students also have nonvoting representation on Board committees.

COMMITTEES

Number:

16

Examples:

Consultative (executive committee), Educational Policy, Finance and Planning, Faculty Affairs, Research, Library, Student Affairs, Judicial, Social Concerns, Computing & Information Systems, Equal Employment Opportunity for Women, All-University Honors, Disabilities, Committee on Committees

The Consultative Committee serves a very important role in U of M governance. It meets regularly with the president and other central administrative officers and it serves as the steering committee of the Senate. Its chair, which is an elected faculty member, serves as a spokesperson for the faculty to the Board of Regents, central administration, and the media.

Membership:

Except for 2-3 committees, all include faculty, academic professional, and student representation. Some include civil service and alumni representation as well. Most committees also have ex officio nonvoting representation from support units. Membership is drawn both from Senate and non-Senate members. Most committee memberships are nominated by the Committee on Committees with ratification by the Senate. The Consultative Committee (executive committee) and the Committee on Committees are elected positions. Committee chairs are for the most part appointed by the Committee on Committees.

Authority:

Committees report to the Senate through the Senate Consultative Committee.

Communication:

Committee minutes of the 4-5 key Senate committees are distributed more widely than other committee minutes. Distribution of those minutes includes senators, vice presidents, deans, academic department heads, committee chairs, etc. Other minutes are generally distributed to committee members only. The Senate is striving to make broader use of electronic communication.

STAFF SUPPORT

Senate Office:

4 fulltime employees: administrative director, 2 executive assistants, and a secretary
3 parttime student employees: 2 undergraduate and 1 graduate

Support Provided:

The Senate Office provides full staff support to the University Senate, Faculty Senate, Student Senate, and Twin Cities Campus Assembly, as well as the 16 Senate and 4 Twin Cities Campus Assembly committees and various subcommittees. It is frequently asked to provide support to ancillary committees as well.

INSTITUTION: UNIVERSITY OF WASHINGTON, SEATTLE

CONTACT: Ms. Betty Falskow, Administrative Assistant, University Faculty Senate
Ms. Susan Falk, Executive Assistant to Faculty Senate Chair

GENERAL STRUCTURE OF THE UNIVERSITY

The University of Washington is a multi-campus institution with its main campus in Seattle, and 2-year upper-division campuses in Tacoma and Bothell. The administrative structure includes a Board of Regents, system-wide President, vice presidents of each campus, and deans.

FACULTY SENATE

General Powers: "In accord with procedures established...the Faculty Senate may enact legislation pertaining to:

- 1) the statutory powers and duties of the faculty
- 2) the powers and duties delegated to the faculty by the President ...,
- 3) such actions as it deems appropriate with respect to resolutions forwarded to it by the University Faculty ...
- 4) the adoption of resolutions in its own behalf
- 5) the determination of policies which affect the general welfare of the University
- 6) the recommendation of such other policies as may be referred to it by the President under the provisions of the University Handbook." (University Handbook, Section 22-32)

Authority: The Faculty Senate serves in an advisory capacity to the President, working closely with this individual. Most of the Senate's recommendations are approved by the administration, some of which go on to the Board of Regents.

Structure: Each campus has its own governance structure. The Faculty Senate is completely separate from the student governance structure, which is called the "Board of Control." All staff were unionized in 1994 and are represented through their unions.

Composition: The Faculty Senate includes approximately 175 faculty, some non-voting ex officio administrators, chairs of councils (committees) (voting), the President (voting), and the President of University and Graduate Students (non-voting).

The Chair of the Faculty Senate presides over the Senate meetings. The President holds the same privileges as any Faculty Senate member and presents reports occasionally.

Eligibility: **Faculty:** Tenured and tenure-track faculty
Students: have separate structure
Staff: all are unionized--not eligible

Ratio of Representation: **Faculty:** 15:1

Frequency of Meetings and Agendas: The Faculty Senate meets twice per quarter (six times each academic year). Agendas are established by the Faculty Senate Executive Committee. Items typically come before the Faculty Senate for information at one meeting and then for action at a subsequent meeting. There is extensive debate at Faculty Senate meetings.

Attendance: Approximately 60 percent

Perception of Effectiveness: Ms. Falskow believes the Faculty Senate is strong and works well. There is a sense that responsibility for managing the University is shared with the President.

Role in Key Decision Making: The Faculty Senate is significantly involved in making key decisions regarding University policy, including budgeting and planning.

Communication: Faculty Senate minutes are sent to all faculty members in the form of a 3-4 page bulletin. The University does have a newspaper for faculty and staff, but does not have one operated by students. The Faculty Senate also has an established email network.

Strengths: The councils (committees), particularly the 2-3 primary councils that provide advice to the administration.

Weaknesses: Communication with the broader university community.

Through What Means to the Faculty Exercise the Most Significant Influence? Through the faculty councils, especially the 2-3 key councils.

Role with Institution's Governing Board: The Chair of the Faculty Senate and the President of Undergraduate and Graduate Students sit on the Board of Regents

COUNCILS (Committees)

Number: Approximately 12 councils and a number of subcommittees

Examples: Senate Budget and Planning, Retirement Insurance and Benefits, Academic Standards, Community Services and University Relations, Continuing Education, Education Technology, Faculty Affairs, Instructional Quality, Research, Student Affairs, Facilities and Services, Libraries. Subcommittee examples: Minority Affairs, Faculty Women....

The Executive Committee functions similarly to our Faculty Consultative Committee.

Membership: Senators typically do not serve on councils. All councils have faculty and student representatives except for Faculty Affairs. Each council has:

- One graduate student
- One undergraduate student
- Nine faculty (this number can vary)
- Ex-officio members from appropriate administrative positions
- One professor emeritus (non-voting ex-officio)

Currently no alumni or staff are included on councils, although the possibility of adding staff is under discussion.

The Executive Committee is composed of faculty elected from various faculty groups including the Medical School, Professional Schools, and Social Sciences. Chairs of the councils also serve on this committee as non-voting members. All members of the Executive Committee serve as voting members of the Senate.

Members of the councils are nominated by the Executive Committee and approved by the Faculty Senate.

Authority: Councils report to the Faculty Senate through the Executive Committee.

Communication: Minutes of council meetings are sent to council members only.

STAFF SUPPORT

Senate Office: The Faculty Senate Office has eight staff members:

- Chair of the Senate: volunteer
- Vice Chair of the Senate: volunteer
- Secretary of the Faculty: 50-75% time position
- Executive Assistant to the Chair: full-time
- Administrative Assistant to the Secretary of Faculty: full-time
- Two Recorders: both are 100% time for 10 months
- Receptionist: 100% time for 10 months

Support Provided: The Faculty Senate Office provides full staff support to the Faculty Senate and the councils. The office generally does not provide support for non-Senate activities.

INSTITUTION: UNIVERSITY OF WISCONSIN, MADISON

CONTACT: Ms. Helen Tetslaff, Administrative Program Specialist
Mr. David Musolf, Secretary of the Faculty
Professor James Donnolly, Chair, University Committee (the executive committee of the Faculty Senate)

GENERAL STRUCTURE OF THE UNIVERSITY

The University of Wisconsin is a multi-campus system. The general administrative structure is:

Board of Regents
President of the System
Chancellor of each campus

Vice Chancellors for the Madison campus include Academic Affairs, Health Sciences, Finance, and Legal and Executive Affairs.

FACULTY SENATE

General Powers: "The faculty is vested with responsibility for the immediate governance of the University, subject to the responsibilities and powers of the chancellor... and shall actively participate in University policy development. As such, the faculty has primary responsibility for academic and educational activities and for faculty personnel matters." (Faculty Policies and Procedures: University of Wisconsin-Madison)

Authority: The Faculty Senate is empowered by the Board of Regents to establish policy in certain areas, such as educational policy and the development of policies for the regulation of intercollegiate athletics. In other areas it serves as a recommending body to the Chancellor and Board of Regents.

Structure: Each UW campus has an independent governance structure. This summary focuses on the Faculty Senate at the Madison campus. Academic staff and students have separate legislative structures. Most staff are unionized and, therefore, represented through their respective unions.

Composition: There are 237 elected Faculty Senate members. (Senators are elected by departments proportional to the entire faculty body.) The Chancellor is a voting member of the Faculty Senate and presides at the meetings. The President of the UW system has no real role in the Faculty Senate. Deans and vice chancellors serve as ex officio non-voting members. There is no non-collegiate representation in the Faculty Senate.

The Student Senate and Academic Staff Assembly function independent of the Faculty Senate and are supported by separate offices. The Academic Staff Assembly is organized similarly to the Faculty Senate.

Eligibility:

Faculty: tenured or tenure-track faculty
Students: have separate governance structure
Academic Staff: have separate governance structure
Staff: most are unionized and are represented by their respective unions

**Ratio of Representation:
Frequency of Meetings and Agendas:**

Faculty: 10:1

Faculty Senate meetings are held monthly October through May. The University Committee (an elected committee of six faculty) serves as the executive committee for the Faculty Senate and establishes the agendas. There is considerable debate within the Faculty Senate. Most items are brought for information at one meeting and to the next for action. This has been a very effective practice.

Attendance:

Approximately 70%

Perception of Effectiveness:

Faculty governance at UW-Madison is perceived as being effective: "It is unusual for issues approved by the Faculty Senate not to be accepted by the administration. There is a good system of shared governance." (Mr. Musolf)

Role in Key Decision Making:

The current administration consults regularly with the Faculty Senate when key decisions are being made regarding budgeting, planning, selection of senior administrators, etc. This is done primarily through the Faculty Senate committees.

Communications:

Senate minutes are distributed to Faculty Senators, administrators, and those requesting them (approximately 750 copies). A one-page outline of the agenda is distributed to all faculty. Faculty Senate minutes, agendas, and supporting documents are also posted electronically on Gopher. *Wisconsin Week*, the faculty/staff newspaper, is utilized to publish important issues under discussion within faculty governance.

Strengths:

The University Committee has proven to be a very influential body. It meets regularly with the president, chancellor, and other senior administrators and it serves as the Board of Directors of PROFS, the political and lobbying arm of the faculty.

Professor Donnolly also noted that the administration plays a small role in tenure and promotion decisions. While "formal" decisions are made by the Chancellor and Board of Regents, the "actual" decisions are made by the faculty.

Weaknesses:

The greatest weakness was the lack of input in budget issues. This was corrected with the establishment of the Joint Budget Committee, which is comprised of faculty, administrators, and one student.

Through What Means do the Faculty Exercise the Most Significant Influence?

Through the University Committee, the executive committee of the Faculty Senate.

Role with Institution's Governing Board:

The faculty do not have a representative on the Board of Regents, but a member of the University Committee attends each board meeting. One of the 17 board members is a student.

COMMITTEES

The University is currently reviewing its committee structure.

Number: 22

Examples: The University Committee (the executive committee), Archives, Faculty Rights & Responsibilities, Committee on Nominations, Athletic Board, Press, Recreational Sports Board, Library, Parking & Transportation, Student Conduct Policy, Faculty Compensation & Economic Benefits, Undergraduate Recruitment, Academic Planning Council, Honorary Degrees, Women in the University, Faculty Consultative Committee on Financial Emergency, Academic Affairs of Minority/Disadvantaged Students, Officer Education, Search and Screen, Lectures, Committee on Committees (newly established/1994).

Membership: The majority of committee positions are held by faculty. Students serve on most committees and academic staff, civil service employees, and alumni serve on some. Administrators serve in non-voting ex officio positions. Faculty senators are encouraged to serve on committees, although membership is not required. The Committee on Committees selects the members and chairs of the appointed committees--ratification is not required by the Faculty Senate.

The University Committee (the executive committee) is comprised of six elected faculty--elected by the faculty at large. The chair is selected from amongst its members.

Authority: The committees report to the Faculty Senate through the University Committee.

Communications: Committee minutes are sent to committee members and a few others. A summary of committee activities is presented annually to the Faculty Senate.

STAFF SUPPORT

Senate Office: The Office of the Secretary of Faculty has eight fulltime employees and one half-time position.

Support Provided: The office provides support for many areas including:

- Searches for administrators from deans up
- Promotion and tenure committees
- Commencements
- Faculty Senate and its committees