# An overview of the Proposed replacement of the Governance Plan at CSI

## Special meetings

Welcome to a special meeting of the College Council. Such meetings are allowed by "Section 1e. Organization and Meetings of the Council" of the governance plan.

## How to amend our Governance Plan

The Governance Plan allows for amendments:

ARTICLE V. AMENDMENTS

Section 1. Amendments to Articles I through III

A proposal to alter any provision of Articles I through III may be initiated by the President or by a two-thirds vote of the College Council. Such proposals shall then be submitted to a referendum of the instructional staff. The proposed amendment is to be deemed adopted if approved by a majority of those voting (provided that at least 30% vote), by the President, and by the Board of Trustees.

A succesful referendum is required to amend the plan. A referendum was held a few years back; a referendum was expected to be held this spring semester. As seen, the president has the authority to unilaterally initiate a referendum.

It is quite clear in the governance plan that three things must happen to enact changes in a governance plan. Of importance here is that the changes must be approved in a referendum according to the instructions above.

In the last referendum, the chair of the Committee on Organization (Warrick Bell) informed me that:

For the last referendum, CUNY legal gave us guidance that the referendum could be limited to full-time instructional titles, provided that all full-time instructional titles were included.

I was also informed that the changes in 2009 used a different voting body.

The past plan actually had changes to the duties of the Committee on Organization and this committee is now no longer explicitly tasked with running such an election.

!!! NOTE: In the proposed replacement there is no explicit means to amend the governance plan beyond save the "CSI College Senate" would have an advisory function "Consider and recommend revisions to the Governance Plan as needed."

## Governance background

### From the preamble of CSI's Governance Plan

Everyone participating in the College community has important, legitimate, and respected roles and responsibilities in sustaining and furthering the goals of the College. This Governance Plan was created in order to preserve the opportunity for voice and vote on behalf of all constituencies of the College, and to further the ideals of collegiate governance which define institutions of higher learning.

The framework derives in large part due to thinking clarified by the AAUP, summarized in its 1966

[Statement on Government of Colleges and Universities](https://www.aaup.org/report/statement-government-colleges-and-universities)

### 5. The Academic Institution: The Faculty

The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process.4 On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It is desirable that the faculty should, following such communication, have opportunity for further consideration and further transmittal of its views to the president or board. Budgets, personnel limitations, the time element, and the policies of other groups, bodies, and agencies having jurisdiction over the institution may set limits to realization of faculty advice.

Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy.

Agencies for faculty participation in the government of the college or university should be established at each level where faculty responsibility is present. An agency should exist for the presentation of the views of the whole faculty. The structure and procedures for faculty participation should be designed, approved, and established by joint action of the components of the institution. Faculty representatives should be selected by the faculty according to procedures determined by the faculty.5

### 4. The Academic Institution: The President

The president, as the chief executive officer of an institution of higher education, is measured largely by his or her capacity for institutional leadership. The president shares responsibility for the definition and attainment of goals, for administrative action, and for operating the communications system that links the components of the academic community. The president represents the institution to its many publics. The president’s leadership role is supported by delegated authority from the board and faculty.

It is the duty of the president to see to it that the standards and procedures in operational use within the college or university conform to the policy established by the governing board and to the standards of sound academic practice. It is also incumbent on the president to ensure that faculty views, including dissenting views, are presented to the board in those areas and on those issues where responsibilities are shared. Similarly, the faculty should be informed of the views of the board and the administration on like issues.

### 2. The Academic Institution: Joint Effort

a. Preliminary Considerations The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.

c. Internal Operations of the Institution

A third area is budgeting. The allocation of resources among competing demands is central in the formal responsibility of the governing board, in the administrative authority of the president, and in the educational function of the faculty. Each component should therefore have a voice in the determination of short- and long-range priorities, and each should receive appropriate analyses of past budgetary experience, reports on current budgets and expenditures, and short- and long-range budgetary projections. The function of each component in budgetary matters should be understood by all; the allocation of authority will determine the flow of information and the scope of participation in decisions.

!!! NOTE: The recognition that faculty have a primary responsibility for several matters, and a secondary responsiblity in many others has led the college to adopt a bicameral set of bodies: the College Council and the Faculty Senate.

!!! NOTE: In the proposed replacement, the College Council functioning would primarily be dissolved; the CSI College Senate would presumably be where all such matters would be discussed.

## Details on the proposed replacement; the CSI College Senate

The proposed plan replaces the College Council and Faculty Senate with a "CSI College Senate," consisting of 50 faculty members; two members of Student Government (the President and Vice President); two members of the CLT series; five HEO members; and ex oficio the President, Provost, Vice Presidents, and Academic Deans. There is a provision that the "composition of the College Senate shall be greater than 50 percent faculty."

!!! Note: There is no mention that these would be elected members outside of the inclusion of the deparment chairs; and no means mentioned for how the members would be chosen. The current composition would be about 50 faculty members (~23 at large members and 27 chairs) and 20 or so non-faculty; The Faculty Senate has a fixed 46 faculty of 54 positions regardless of the growth of departments or adminstrative positions.

The CSI College Senate would have these policy-making functions:

a. Academic affairs, including curriculum, degree requirements, grading, awarding of credits, degrees, honors, and student evaluations.

b. Planning for the continued development of the college.

c. Practices for the protection of academic freedom.

In addition, some Advisory Functions:

a. Advise the President, Provost, vice presidents, academic deans, and department chairs concerning procedures for faculty appointments, reappointments, promotions, tenure,and dismissals.

b. Assist the College Personnel and Budget Committee on college budgetary priorities.

c. Recommend action to other bodies, including auxiliaries and facilities.

d. Recommend changes in matters related to technology and telecommunications.

e. Consider and recommend revisions to the Governance Plan as needed.

The existing Faculty Senate has these duties:

The Faculty Senate shall be responsible for the principal academic policy decisions of the College including admissions criteria, academic programs, degree requirements, and graduation requirements; and shall participate in decisions on Departmental reorganizations, and academic reorganizations at the college, division, or school level. Recommendations from the Faculty Senate shall be forwarded to the Council and/or the Administration, as appropriate.

## Leadership Positions

The proposed The membership of the Executive Committee shall be taken from the College Senate membership and consist of:

* one member from each academic division/school,
* provost
* chief of staff
* one member from the Higher Education Officer series, and
* the President who serves as chair.

!!! NOTE: There is no mention that these representatives would be elected; the "chief of staff" is not an *ex officio* member of the CSI Academic Senate so would be ineligible to serve. It is unclear who would be asked to represent the college at the UFS Faculty Governance Leader's meetings.

The exiting Senate has several sub-committees that report to it.

* Three Curriculum Committees (General Education; Undergraduate; Graduate)
* Admissions
* Course and Standing
* Library Committee
* Research Committee
* Academic Facilities Committee
* Academic Freedom Committee
* Academic Technology Committee
* Faculty Personnel Policy Committee

The membership for each varies, but is essentially: one per department (for the curriculum committees) or a means to balance of the need for representation from each major unit (Division or School) and maintain a representation somewhat proportional to the relative size of each unit.

The proposed replacement has several similar committes which are *standing* committees and do not report, necessarily, to the Faculty Senate for approval.

For many committees their would be new Divisional or School Committes replacing the roles held by the Faculty Senate or the P&B:

### The P&B would be replaced with

A College Personnel and Budget Committee consisting of President, Provost, CFO, academic deans, chairs of each of the division/school personnel and budget committees, and two students selected by the Student Government. (Currently thish would be 5 faculty and 10 non-faculty members)

The division/school personnel and budget committees have an unspecified composition and no indication of how they would be assembled or how their chair would be selected. (Neither appointment or election is mentioned). It is implicit, but not explicit that these committees must make a postive recommendation for consideration by the proposed College P&B, though a review committee is proposed for appeals from decisions. (This review committee is also to hear appeals on the department P&B decisions as well, though that is not listed in its function)

The College P&B also "makes recommendations on the annual College Budget Request prepared by the President. The President shall consider this input in making recommendations on such matters to the Board."

!!! Note: The departmental Appointments Committees would be replaced by unelected Tenure or Promotion committees. There is no indication of who would be responsible for overseeing the duties of the appointments commtitee such as those for CLTs, part-time faculty; budget; and other roles as the departmental executive committee.

### The Curriculum Committees would be replaced by

#### A *Curriculum and Articulation Committee* with purpose:

Considers programs, curriculum, and articulation matters that cross divisions/schools or are college-wide or university-wide in nature including courses that satisfy General Education requirements. Recommendations are forwarded to the College Senate and submitted to the President for approval.

This committe would consist of two faculty members elected from each division/school, an associate provost, the academic deans, the registrar, two students selected by the Student Government, and the Provost who serves as chair.

!!! Note: There is no indication that the College Senate must approve or even review these recommendations implied here. The duties of the General Education Committee would presumably be within this committee. Currently the General Education Committee has one departmental representative from each interested department; a member elected by the Interdisciplinary Program Directors; an associate Provost or other designee; and a student. Historically the Provost chaired this committe; but this was removed at the President's request in the last modification of the Governance Plan.

#### A *Curriculum — Undergraduate.* The College Senate will receive "recommendations from the division/school Undergraduate Curriculum Committee [which] will be forwarded to the College Senate for review and submission to the President for approval." (There wording varies, but is is unclear that the College Senate must vote or approve any action).

The creation of division/school Undergraduate Curriculum Committees is specified with a membership of each chair of the the department; an elected faculty member from each department; and the repective dean as Chair.

!!! Note: The current Undergraduate Curriculum Committee consists of one representative from each department; each dean (*ex officio* without vote); the Associate Provost overseeing undergraduate studies, or Provost’s designee, *ex officio*, without vote; a faculty member elected by the Undergraduate Interdisciplinary Programs; a student. The chair is elected by the body.

There is a similar structure for the Graduate Curriculum Committee; though the composition of committee members is different.

## Proposed Standing Committees

There are several Proposed Standing Committees.

Eligible to serve: Article III of the proposed replacement limits committee participation by:

* two year terms
* no more than two consecutive terms per committee
* no more than one college-level standing committee per person

!!! Note: This change will preclude small departments from having representation on many committees. The Voting faculties include Full-time faculty; many full-time instructors; many full-time CLTs; Academic Deans; Associate and Assistant Deans. There is no indication who votes for members serving to represent a body.

### The proposed committees

* Academic freedom: will serve as a resource to the college community and may submit reports and recommendations to the President.

One tenured full professor from each division/school, chosen by the division/school dean. The committee shall elect a chair at the first meeting.

!!! NOTE: Current: Five full-time faculty members holding the rank of tenured full professor appointed by the Executive Committee of the Faculty Senate. There is a difference in who selects these members. The reporting currently is may submit reports and recommendations to the Executive Committee of the Faculty Senate.

* Admissions: Considers matters related to the admission and readmission of students to the college.

One faculty member elected from each division/school, director of admissions, bursar, director of financial aid, director of advisement, one student selected by the Student Government, and the chief enrollment officer who serves as chair. Decisions of the committee may be appealed to the Provost.

!!! NOTE: The proposed membership reduces the faculty cohort; it empowers the administration with a vote; it reports directly to the Provost not the Faculty Senate.

* Academic Standing: Considers matters related to the academic standing of undergraduate students at the college and makes recommendations for policies of student success.

One faculty member elected from each division/school, the registrar, one stu- dent, and an associate provost who serves as chair. Decisions of the Committee may be ap- pealed to the provost.

!!! NOTE: The current committee (Course and Standing) has 13 faculty members, an elected chair, and reports to the Faculty Senate. The proposed committee does not report to the Senate.

* Assessment and Institutional Effectiveness: Consistent with expectations of accrediting agencies, continuously assess the college’s programs and services including student learning and achievement, review assessment results, and incorporate their recommendations in making changes which lead to im- provement.

Membership: One faculty member appointed by the dean from each division/school, the director of assessment, the director of institutional research, the vice president for student affairs, and the Provost who serves as chair.

!!! NOTE: Broad deferral to Provost is implicit here. The membership structure bypasses any elected representation.

* Campus Facilities: Makes strategic recommendations regarding campus facilities including maintenance of offices, classrooms, and common areas of the college, as well as transportation policies to address efforts to become a destination campus.

Membership: One faculty member elected from each division/school, two members appointed by the President, two students selected by the Student Government, director of auxiliary services, CIO, athletics director, CFO, one representative of the Library, one member selected by the Higher Education Officer Steering Committee, and the Chief Facilities Officer who serves as chair.

!!! NOTE: Replaces two facilities committees. This proposed one has a very different membership model. The charge of the two committees it would replace (combined) are: Make recommendations to the College Administration regarding current conditions of campus facilities and their utilization. Participate in the planning for expansion or reconfiguration of campus facilities. Advise [on] faculty requirements for teaching, research, office space, and related facility matters;

* Library

One faculty member elected from each department, two students selected by Student Government, CIO (NEW), chief facilities officer (NEW), the director of the library who serves as chair.

!!! NOTE: The proposed membership includes no graduate students and no Interdisciplinary Committee members.

* Research: Reviews the research policies of the college, encourages best practices to foster a culture of compliance, supports researchers in their work, reviews proposals for institutional funding support, and makes recommendations on awards. Institutional funding will be contingent on availability of funds. Makes recommendations to the provost.

One faculty member elected from each division/school, one representative appointed by the provost, and the chief research officer who serves as chair.

!!! NOTE: The current Research Committee has nine elected faculty and an elected chair. The new proposal shifts the committee’s role, which was to "Review and assess the research policies of the College, recommend directions for research development, and advise the Administration on encouraging and expanding research opportunities."

* Student Affairs: Considers and makes recommendations to ensure student-centric delivery of services. Includes financial aid, counseling, registration, bookstore, dining services, student organizations, technology, and extracurricular activities. Reports will be made to the College Senate. Recommendations may be appealed to the President.

Four students selected by student government, one faculty member elected from each division/school, one representative from each of the following offices: information technology, student life, financial aid, counseling, registrar, bookstore, and dining services. The chief officer of student affairs will serve as chair.

!!! NOTE: A new committee. The proposal mentions reports only and makes no allowance for review or approval of recommendations. Only five of the 17 committee members are faculty.

* Student Evaluation of Courses and Teaching: Reviews and makes recommendations on processes related to student evaluation of courses and teaching in accordance with the policies and regulations of the Board of Trustees. Reports shall be made to the College Senate and submitted to the President for approval.

One faculty member elected from each division/school, two students selected by Student Government, the academic deans, and the Provost who serves as chair.

!!! NOTE: The proposal mentions reports only and makes no allowance for review or approval of recommendations by the senate. The provost chairs, and just five of the nine members are faculty.

* Technology: Considers matters related to the academic technology needs of faculty and students. Advises the campus on matters regarding the integration of technology, including the development and planning of computing and telecommunications services into the structure of the college. Reports shall be made to the College Senate and submitted to the President for approval.

One faculty member from each division/school, two students selected by Student Government, the academic deans or designees, and the chief information officer who serves as chair.

!!! NOTE: Current membership the Academic Technology Committee is the Chief Technology Officer, one faculty per division and school and four at-large faculty, and one student. Currently, actions are approved by the Faculty Senate.

## Committee absent in the proposed replacement:

* Executive Committee of the College Council

!!! NOTE: This is an elected body chosen to represent the Council, including at its monthly meeting with the President

* Committee on organization

!!! NOTE: There is no committee to supervise the election of members of the proposed College Sentate or the Standing Committees

* A Bylaws Committee

!!! NOTE: Outside of it being an advisory function of the College Senate, there are no details as to how the proposed plan would be modified. In the absence of that, presumably Policy 2.08 in the Manual of General Policy would apply which requires a) Drafted by a joint student-faculty-administration group b) Approved by referendum by no less than seventy-five percent of those members of the student body who vote in such referendum c) Approved by referendum by no less than seventy-five percent of those individuals who are full-time members of the instructional staff who vote in such referendum d) Referred to the Board of Trustees by the President

* an AREC Committee

!!! NOTE: The AREC Committee has the purpose: to evaluate administrative units and their incumbents and report the confidential findings to the Executive Committee of the Council and the President.

* an IPC Committee

!!! NOTE: This committee has a balance of faculty and presidential appointees and is tasked with: "Review and assess the mission, goals, and strategic plans of the College; substantial changes in academic offerings and new educational programs; proposals for the creation, reorganization, or dissolution of centers, Departments, Schools, Divisions, or new types of academic units; and major administrative initiatives in finance, technology, economic development, enrollment management, community relations, student affairs, and institutional advancement."

* A Budget Committee

!!! NOTE: This committee's purpose "to work with the Administration on the formulation of the budget request; to advise on priorities for expenditure and to propose reallocation as necessary; to report to the Council about budget and fiscal issues affecting the College and the University" would be replaced in part by the College P&B but that body does not report to the College in design.

* Faculty Personnel Policy Committee

!!! NOTE: The Faculty Personnel Policy Committee shall serve as the primary faculty consultative body to the Faculty Senate on matters related to personnel policies and practices. Its function would fold into the entire College Personnel and Budget Committee (see Article IV): "The College P&B Committee advises the President with respect to recommendations for ... instructional personnel policies and procedures..."

Score card:

C. No person shall be elected to serve simultaneously on more than one college-level standing committee.

Grad Curriculum graduate coordinator UG: one faculty member for Division/School C and Articulation: two