

Charge of the Ad Hoc Committee on the Governance of Programs and Interdisciplinary Structures (ACGPIS) approved by the Senate on December 7, 2016:

“(D) reporting to the Senate and making recommendations for Senate action to ensure the faculty governance of Programs and Interdisciplinary structures.”

Action approved by the Senate on May 8, 2018:

“to refer the report to the Administrative Committee for further action.”

## Proposed Framework for Further Senate Action

- I. Making explicit a broader academic governance framework that ensures faculty governance of non-departmental academic units (NDAUs).
- II. Specification of the minimum required structure for non-departmental academic units.
- III. Requiring Approved Governance Plans & By-laws for non-departmental academic units.
- IV. Establishing a standing Senate Committee on Interdisciplinary Cooperation.
- V. Policy for Establishing New Non-Departmental Academic Units.
- VI. Charges to Other Standing Senate Committees: Charter, Governance, and UCSC (Undergraduate Course of Study Committee) and GCSARC (Graduate Course of Study & Academic Requirements Committee).

# The governance task for the Senate:

“action to ensure the faculty governance of Programs and Interdisciplinary structures” (Resolution on ACGPIS, Dec 7, 2016)

## In particular:

To ensure the faculty governance of faculty units that administer curricular programs independently of departmental curriculum and policy committees.

**Approach:** start with CUNY BOT governance framework

From BOT Statement of Policy on the Organization & Governance of CUNY  
Adopted February 9, 1971

“To ensure the integrity of college-level decision-making, new processes for communication and decision-making, which permit each group of participants to feel that it can influence that institution as a matter of right and responsibility, must be established.”

“The college community is composed of three basic elements, i.e., students: the primary reasons for the college’s existence; faculty, the primary means of the development, preservation and transmission of knowledge; and the administration, which, in addition to providing managerial and technical services, exists to provide leadership to the students, faculty, and the college community as a unit

In addition to these three groups, there exist others that influence and are influenced by the institution and should be provided with a means of participation in the process of decision-making. These include the members of the general public of the City; the alumni of the college; and the members of the clerical, custodial and professional administrative staffs. College governance structures should include formal means of communication with these groups and provide for participation in the making of decision that can reasonably be said to affect their interests.” (BTM,1971,02-09,001, p.21)

# To approach our task:

## I. Consider

- A. the rights and responsibilities that CUNY BOT recognizes for faculty,
- B. the nature of the structures the CUNY By-laws specify for faculty,
- C. the rights and responsibilities that the CUNY By-laws assign to the faculty in those structures.

## II. To move toward a governance policy:

- A. Consider the rights and responsibilities that pertain to faculty in NDAUs
- B. Infer a general structure analogous to those specified in the CUNY By-laws that have similar rights and responsibilities - departments.

## I.A. Rights & primary responsibilities of the Faculty

“Subject to the Board of Trustees, the faculty is primarily responsible for academic matters, including the criteria for admission and retention of students, promulgation of rules concerning attendance, the awarding of credit and degrees, the quality of teaching, research and the guidance of students, and the general quality and advancement of the academic program of the college. The responsibility for the academic program extends to the personnel responsible for that program and, therefore, includes the selection, retention, promotion and quality of the faculty.” (BTM,1971,02-09,001, p.22)

# Faculty responsibility and autonomy

“The faculty has always had and shall continue to have the primary responsibility in the recruitment, promotion and retention of the faculty. The faculty has a special interest and responsibility to itself and for the good of the entire college community to ensure that the quality of its membership is maintained at a high level and that it continues to be responsive to the needs and aspirations of the student body. To ensure fairness and impartiality in personnel matters, those bodies at the departmental, divisional and college level which are charged with the responsibility of exercising the faculty's role in personnel matters should draw their membership from the faculty by election.”

(BTM,1971,02-09,001, p.22)

# Primary Responsibility of the President

“In the context of this section, the term President includes the members of the college administration who are directly responsible to, and are appointed by, him or her....The primary responsibility of the President is the conserving and enhancing of the educational program of the college under his or her jurisdiction and the providing of leadership to the college community for the purpose of achieving these ends.” (BTM,1971,02-09,001, p.21)

“...the administration, which, in addition to providing managerial and technical services exists to provide leadership to the students, faculty, and the college community as a unit.” (BTM,1971,02-09,001, p.21)

## Presidential Final or Ultimate Responsibility

“While the primary responsibility for the development and preservation of academic excellence is located in the faculty the ultimate responsibility rests with the president who is directly responsible to the Board.” (BTM,1971,02-09,001, p.17)



## I.B. Faculty Structures specified in the CUNY By-laws

### 1. At the level of the College as a whole

a. “The faculty shall consist of all persons having faculty rank or faculty status and such other individual members of the instructional staff as the faculty may add based on their educational responsibilities.” (Article VIII, 8.3)

b. “Each college shall have a faculty or academic council, which shall be the primary body responsible for formulating policy on academic matters.” (Article VIII, 8.6)

c. “There shall be a college committee on faculty personnel & budget...The chairperson of this shall be the president. The members of the committee may include department chairs, the vice-president of academic affairs, and .... more deans designated by the president.” (Article VIII, 8.7)

### 2. At the fundamental level – the Department (Article IX)

## I.C. Rights & Responsibilities of Faculty

### 1. Categories of Faculty

- a. “The permanent instructional staff shall consist of those persons who have been granted tenure.” (Article VI, 6.2)
- b. Faculty rank – “all persons who are employed full-time on an annual salary basis in titles on the permanent instructional staff... shall have faculty rank. All persons having faculty rank shall have the right to vote both in the faculty of which they are members and in their respective departments.” (Article VIII, 8.1)
- c. Faculty status – “Persons employed full-time in the titles of instructor, lecturer (full time), distinguished lecturer or clinical professor... All persons having faculty status shall have such voting rights as they are entitled.” (Article VIII, 8.2)

Lecturers are on lines bearing a certificate of continuous employment.

Distinguished Lecturers & Clinical Professors may be reappointed only a specified, limited number of times.

## 2. Right and responsibilities of Departments & faculty members of Departments

“Each department, subject to the approval of the faculty or faculty council, where existent, and subject to the provisions of other sections of these bylaws, shall have control of the educational policies of the department through the vote of all of its members who have faculty rank or faculty status.... The right to vote for the election of department chairpersons and the departmental committee on personnel and budget, referred to in some colleges as the departmental committee on appointments, shall be reserved to those with faculty rank.” (Article IX, 9.1.a)

### 3. How Departments are to operate:

“Each department shall operate as follows, unless the governance plan provides otherwise: There shall be in each department a department committee on personnel and budget, referred to in some colleges as a department committee on appointments, consisting of the department chairperson and where possible, of four other members who must have faculty rank....Four of the faculty members of the committee must be tenured, except if the department has fewer than four tenured faculty members.

The department chairperson shall be the chairperson of the committee.

The four faculty members shall be elected by a majority vote of those persons in the department having faculty rank. Election shall be held at the same time that the department chairperson is elected.” (Article IX, 9.1.e)

## 4. Department Chair

“The executive officer of the department shall be the department chairperson who shall be a professor, associate professor or assistant professor elected by secret ballot for a term of three years, except as provided below, by a majority vote of all the members of the instructional staff of the department who have faculty rank....The department chairperson must be tenured or have been approved by the board for tenure at the time of his/her election, except in departments less than seven years old.” (Article IX, 9.1.b)

## 5. Departmental Autonomy

“Each department may name such other committees as it chooses and shall have the fullest measure of autonomy consistent with the maintenance of general educational policy.” (Article IX, 9.1.g)

# Summary of Departmental structure

A Department P&B Committee – at least four of five are tenured; elected by members of the department with Faculty Rank.

A Department Faculty – hired by the elected Department P&B.

A Department Chair – a tenured member of the department; elected by members of the faculty with Faculty Rank; serves as Chair of the Dept P&B.

Within the Department Faculty there are two levels of voting rights

- those who may vote on the educational policies of the department – those with faculty status or faculty rank
- those who may vote for the faculty members (the Dept P&B) who shall appoint the faculty constituting the department.

## CUNY BoT Statement – balancing continuity and innovation

“Each department should be encouraged to develop a long-range plan with regard to tenure policy.... The criteria for all tenure appointments, however, must remain those of academic excellence, ability and merit, without consideration to fixed quotas or percentages, but with consideration of long-term effects on the growth, flexibility and excellence of the department and the institution.

While continuity is a valuable feature in a decision-making process, methods must be provided to permit the presentation of new ideas, and the promotion of experimentation designed to promote change. To this end, the academic decision-making process should provide for participatory input on the part of new and younger faculty members, and should provide means for the periodic change of leadership within the decision-making structure.”  
(BTM,1971,02-09,001, p.22)



## II. What is a non-departmental academic unit?

A body of faculty that is to develop, control, and implement a curricular program but does not have a BoT approved P&B committee by means of which a faculty member may be originally appointed, reappointed, promoted, or tenured or receive a CCE.

So these units are essentially dependent on departmental P&Bs for their faculty members being at Hunter and for their promotion or becoming members of the permanent instructional staff.

## What are the rights & responsibilities of a non-dept academic unit?

Same as the rights of departments except for the right of direct appointment to the full-time faculty:

- “the right to have control of the educational policies” of the body via a vote of its members (from Article IX, 9.1.a);
- the right to elect its leader and leadership committee;
- the right to name such other committees as it chooses;
- the right to determine its own membership... from the departmentally appointed faculty at Hunter.
- Responsibility: “the quality of teaching, research and the guidance of students, and the general quality and advancement of the academic program” (BTM,1971,02-09,001, p.22)

## Questions concerning Non-Dept AUs:

*Who are their voting members?* Resolution I: faculty on permanent lines without the requirement of tenure.

*What structure should they have?* Resolution II: allowing for a division of a department chair's academic and administrative duties.

*What rights and primary responsibilities do the unit faculty and those structures have?* Resolutions I, II, and nature of by-laws required by III.

*How do faculty become members?* To be determined by unit subject to Resolution I and laid out in by-laws required by III.

*What is the relation between departments who supply the faculty and the non-departmental academic unit?* Resolution IV can help here.